PROJECT MANAGEMENT AND TEAM PERFORMANCE: AN APPLIED TRANSFORMATIONAL LEADERSHIP PERSPECTIVE

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ABSTRACT

Purpose: This study tends to examine the influence of transformational leadership on project project and team performance specifically employee empowerment, employee stimulation, and project efficiency and effectiveness.

Design/methodology/approach: The study is underpinned by a quantitative methodology and deductive reasoning. A questionnaire was employed. Purposive sampling was used and a sample of 288 individuals was obtained.

Findings: Transformational leadership has a positive impact on project management and team performance.

Implications: Fostering a nurturing environment led by managers is crucial, enabling employees to freely express themselves, exhibit proactivity, and experience respect. Encouraging transparent communication concerning individual objectives and responsibilities is highly recommended.

Practical implications: From a pragmatic standpoint, the study was structured around the validation of three hypotheses. The results have substantiated a favorable association between leadership and the empowerment of employees, the stimulation of employees, as well as the efficiency and effectiveness of projects.

Originality/value: The synthesis of existing literature implies that effective team management significantly shapes project performance and, by extension, the holistic performance of organizations. This shift is underscored by a transition from traditional hierarchical frameworks to team-centric structures that foster performance-friendly settings. Within this context, the pivotal roles of leadership and employee empowerment have emerged as indispensable drivers. To put it succinctly, while evaluating project success, managers should prioritize quantifiable metrics like costs, schedules, and scope. Concurrently, they should cultivate a profound comprehension of the multifaceted influences that intricately intersect with project endeavors.

Keywords: project management, team performance, transformational leadership.

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GERENCIAMENTO DE PROJETOS E DESEMPENHO DA EQUIPE: UMA PERSPECTIVA DE LIDERANÇA TRANSFORMACIONAL APLICADA

RESUMO

Objetivo: Este estudo tende a examinar a influência da liderança transformacional no desempenho do projeto e da equipe especificamente no empoderamento do funcionário, estimulo do funcionário e eficiência e eficácia do projeto.

Design/metodologia/abordagem: O estudo é sustentado por uma metodologia quantitativa e raciocínio dedutivo. Um questionário foi empregado. Foi utilizada amostragem propostal e obtida uma amostra de 288 indivíduos.

Constatações: a liderança transformacional tem um impacto positivo no gerenciamento de projetos e no desempenho da equipe.

Implicações: Promover um ambiente acolhedor liderado por gerentes é crucial, permitindo que os funcionários se expressem livremente, exibam proatividade e experimentem respeito. Recomenda-se vivamente que se promova uma comunicação transparente sobre os objetivos e responsabilidades individuais.

Implicações práticas: Do ponto de vista pragmático, o estudo foi estruturado em torno da validação de três hipóteses. Os resultados demonstraram uma associação favorável entre liderança e empoderamento dos funcionários, o estimulo aos funcionários, bem como a eficiência e eficácia dos projetos.

Originalidade/valor: A síntese da literatura existente implica que a gestão eficaz da equipe molda significativamente o desempenho do projeto e, por extensão, o desempenho holístico das organizações. Essa mudança é ressaltada por uma transição de estruturas hierárquicas tradicionais para estruturas centradas em equipe que promovem configurações favoráveis ao desempenho. Neste contexto, os papéis fundamentais da liderança e do empoderamento dos funcionários emergiram como propulsores indispensáveis. Resumindo, ao mesmo tempo que avaliam o sucesso do projeto, os gerentes devem priorizar avaliações quantificáveis como custos, cronogramas e escopo. Ao mesmo tempo, eles devem cultivar uma compreensão profunda das influências multifacetadas que se cruzam intrincadamente com os esforços do projeto.

Palavras-chave: gestão de projetos, desempenho de equipe, liderança transformacional.

1 INTRODUCTION

Team management is having an increasing impact on project performance in addition to overall organizational performance. To provide a performance-enhancing environment, many organizations are transitioning toward a team-oriented structure.

Employee empowerment, employee motivation, and leadership have become critical in this context (Hickson, 2015).

Many authors who conducted studies on project management leadership have commendably fixated on the characteristics of project managers and their actions (Cicmil et al., 2009), while a few authors have investigated its impacts relying on recent team
leadership theories (Clarke, 2012). Leadership is a critical element of organizational performance as well as at the project team level (Ammeter & Dukerich, 2002; Nicolaides et al., 2014).

Leadership and employee empowerment have become critical for increasing team effectiveness (Pearce, 2007). However, neither project studies nor leadership research has given project leadership the attention it deserves (Müller et al., 2018). In project management, several scholars’ such as Ika (2009) concentrate on the use of tools and techniques. Though, many authors such as Meredith et al. (2017) have written about it in recent years and highlighted that the leadership factor is considered important in the conduct of projects.

For many years, transformational leadership has been a subject of great attention among scholars. As a result, there is a significant body of research on the impact of this leadership style on the efficacy and success of organizations. Leadership is a fundamental aspect of project management that can greatly impact its success. Effective leaders can empower and stimulate their employees, creating a culture of motivation and engagement that leads to improved efficiency and effectiveness. Empowering employees involves giving them the authority and resources they need to take ownership of their work and make decisions that impact the project. This can help to increase their sense of autonomy and accountability, as well as their commitment to the project and the organization. By stimulating employees, leaders can inspire them to be creative, innovative, and willing to take on novel challenges. This can lead to improved problem-solving and decision-making abilities, as well as increased productivity and performance.

In this light, this study aims to demonstrate the impact of transformational leadership on project and team performance specifically employee empowerment, employee stimulation, and project efficiency and effectiveness. Thus, the main research question is as follows: “To what extent does transformational leadership enhance team and project performance?”

2 LITERATURE REVIEW
2.1 PROJECT MANAGEMENT

Projects are characterized by their unique and one-time nature, often in an unfamiliar environment and with inherent uncertainties. Project management relies on a project team, which is a group of persons working towards specific objectives for a unique
A team in a project is not only a collection of individuals working together but rather a group of individuals who share a common purpose and collaborate to achieve the project goals (Gällstedt, 2003). The diversity of the team allows for complementary skills and interdependence, requiring mutual trust and collaboration to attain the project objectives. A project manager leads a project team and is responsible for coordinating the team’s efforts to efficiently complete tasks and achieve objectives. A project manager should possess a diverse set of skills, including the ability to persuade their team members of the necessity of changes and to motivate them to work collaboratively towards a shared objective, even in a dynamic and uncertain environment, and to be skilled in communication, negotiations, and conciliation. The successful combination of these skills and qualities leads to the manager being viewed as a leader within the context of a team project. Thus, effective project management requires a strong foundation of project leadership, without which direction and success are unlikely. To ensure the success of a project, a project manager needs to establish clear roles, responsibilities, and milestones for each team member (Yu et al., 2018). Thus, the role of a project leader is to prioritize the human concerns of the project. It is their responsibility to ensure that all individuals involved in the project possess the necessary skills to work collaboratively. Specifically, project leaders must guarantee that project participants communicate and internalize a cohesive message about the project and display dedication and commitment to team collaboration.

2.2 TRANSFORMATIONAL LEADERSHIP

A common characteristic among the many definitions of leadership that have emerged is that a leader is someone who possesses the capability to inspire others and guide them toward achieving a specific objective (Seeman, 1960). These theories depict leaders as possessing certain innate traits such as cleverness, honesty, confidence, sociability, thoroughness, creativity, and fair decision-making.

Semi-structured interviews with international corporate leaders were used in a study by Subrahmanyam and Ribeiro (2022) to evaluate the difficulties in developing intercultural competencies. The authors held the view that globalization is a phenomenon of revolutionary change that has an immediate and profound impact on businesses, leaders, and people. Due to the increased complexity of the job of the global business leader, Fortune 500 organizations are finding it difficult to meet these objectives. As a
solution to this issue, a unique method for creating global corporate leaders through the development of multicultural competencies. Once global corporate executives are highly multicultural, they can pass on their knowledge to the next generations of leaders through a variety of strategies and tactics that have shown them to be adept at negotiating the world of international business.

In today’s globalized business environment, the role of a leader has become crucial in attaining a competitive advantage for any company. Competency management is a tool that enhances organizational flexibility by integrating human resource management as the key factor in creating competitive advantages. This strategy promotes programs for training and development, which helps to enhance human capital management and boosts productivity and competitiveness. Using Moustaka's phenomenological study method, Subrahmanyam (2019) observed the practices of business leaders who have recognized them as vital for their enhancement into global leaders.

Transformational leadership is a valuable asset for companies and can be evaluated by the impact a leader has on their subordinates. Leaders with transformational qualities can effect change by emphasizing the prominence and worth of achieving outcomes after completing allocated tasks. Additionally, they inspire followers to go beyond their interests by sponsoring the organization’s aims. This fosters confidence and respect from team members, motivating them to exceed their original expectations. Transformational leadership theory focuses on personal development, mutual trust, and clear communication within a work group to achieve long-term goals. This theory regards the leader as an inspiring figure for his or her followers because he or she can effectively articulate a clear vision and goals for the team fellows. Transformational leadership is characterized by a focus on individual development and reciprocal confidence within a team, with an emphasis on achieving long-term goals (Bass & Steidlmeier, 1999). In this type, managers engage in ongoing and open communication with the workgroup. Reduced communication or its lack among a team can lead to project failure, as team members may become isolated and disconnected, creating a negative atmosphere that hinders project success. Moreover, project managers may experience time constraints, especially with regard to documenting work and implementing effective project management practices.
Effective project managers with strong knowledge can enhance project objectives by facilitating teamwork, where different perceptions and strategies are collectively shaped to achieve common goals. This perspective is rooted in organizational theory, which views leadership as a dynamic process of collaborating impact among team members, where the aim is to exert effort together toward achieving both group and organizational goals.

3 HYPOTHESES DEVELOPMENT

3.1 THE ROLE OF LEADERSHIP IN FOSTERING EMPLOYEE EMPOWERMENT

Empowerment is a crucial concept for comprehending the growth of persons, establishments, and societies (Chen et al., 2007).

Vu (2020) found that leadership means the allocation of authority and inspiring personnel to desire better performance. The author used secondary data from articles to draw insight into the subject. As per the author’s investigation, many research papers stressed the positive impact of empowering leadership on employee empowerment.

Al Ahmad et al. (2019) found that a transformational leadership style generates superior results for banks by motivating personnel to participate in the creation of innovative products and processes.

Hohmann et al. (2018) observe that a leader can assist individuals in a team in adopting a task-oriented approach that enables them to better comprehend and execute their chores within the project which increases employee empowerment.

Han et al. (2016) surveyed the impact of transformational leadership on employee empowerment and commitment to organizations and obtained a sample of 426 employees. Quantitative analysis. A significant impact of transformational leadership on employee empowerment was found.

Popli & Rizvi (2016) studied the factors affecting employee engagement particularly the effect of leadership. A sample of 340 workers from 5 organizations across the service sector in Delhi was considered. The findings showed significant associations between leadership styles and employee engagement.

Men & Stacks (2013) investigated the influence of leadership styles in empowering employees to perceive the reputation of their organizations positively. A quantitative method was used and a sample of 700 employees working in the United States was obtained using a random sampling method. The results revealed that
transformational leadership positively impacts employees’ perception of organizational reputation through empowering employees.

Angelle (2010) highlights that leadership fosters mutual accountability and employee empowerment, leading to improved devotion and successful achievement of goals.

Spreitzer (2008) elucidates that a trusting and supportive relationship with one’s leader is a critical contextual factor for team and employee empowerment.

The review of the literature led to the main idea behind the first hypothesis which is as follows:

\[ H_1: \text{Transformational leadership has a positive impact on employee empowerment.} \]

### 3.2 LEADERSHIP AND EMPLOYEE STIMULATION

The impact of factors guiding corporate leaders in choosing the decision-making competencies to be used and the impact of these competencies on business performance was examined by Subrahmanyam (2018). The research underlined the importance of giving people chances to participate in events that allow them to formally and informally practice their profession. If new corporate leaders are placed in positions that gradually enhance responsibility for the care and safety of others according to their degree of competency, such experiences may be quite successful. The potential for enhancing future judgments is increased when opportunities are provided for reviewing the learning obtained from an experience and determining how this learning has not been assimilated or accommodated.

Mansoor et al. (2021) studied the mediating role of green transformational leadership in enhancing employee stimulation and creativity. A quantitative approach was used. The findings reveal that transformational managers increase employee stimulation and green creativity.

Hoch (2013) found that transformational leadership encourages team members to unite around a common vision, fostering enthusiasm, cooperative commitment, unity, shared values, and confidence.

Carson et al. (2007) found that leadership is crucial when the team has poor internal dynamics and lacks independence since it increases employee stimulation.
Webb (2007) examined the influences of a leader’s behavior on the motivational level of employees. The author found that a leader’s behavior greatly impacts employee motivation and engagement.

Based on previous research, the second research hypothesis is as follows:

\[ H_2: \text{Transformational leadership has a positive impact on employee stimulation.} \]

### 3.3 TRANSFORMATIONAL LEADERSHIP AND PROJECT EFFICIENCY AND EFFECTIVENESS

Luo et al. (2022) investigated the influences of leadership on project performance under diverse scenarios. It was found that project performance is greatly impacted by leadership.

Chaudhry et al. (2012) surveyed the influence of leadership on project performance. The authors used a quantitative methodology where a survey was distributed to 70 employees working in Pakistan. The results revealed the positive impact of leadership on project performance.

Yang et al. (2012) investigated the associations of the project leader's skills with job satisfaction and their influence on project performance. A quantitative methodology was used and a survey was sent. The findings revealed the benefits of leadership on project performance.

Empirical evidence suggests that transformational leaders possess qualities that are conducive to a positive work environment and effective and efficient projects. Transformational leaders foster trusting relationships with those around them and promote collaborative conflict-resolution approaches. Therefore, the third research hypothesis is formulated as follows:

\[ H_3: \text{Transformational leadership has a positive impact on the project's efficiency and effectiveness.} \]

### 4 CONCEPTUAL FRAMEWORK

As mentioned, three research hypotheses have been developed based on previous research and are shown in Figure 1.
5 METHODOLOGY

Positivism serves as a guiding paradigm for this quantitative research, with the overarching goal of elucidating the phenomenon under scrutiny to facilitate prediction and control (Guba & Lincoln, 1994). Quantitative research is characterized by its utilization of data collection to empirically examine and validate hypotheses, employing statistical methodologies grounded in numerical measurements. Deductive reasoning employed in this study stands as valid when its conclusion logically follows from its premises, forming a coherent outcome that derives from it.

The survey strategy was used and a questionnaire was formulated through a blend of insights derived from literature review analysis, referencing variables employed in prior scholarly investigations. To efficiently distribute the survey, Google Forms was used.

Given the distinct nature of the subject matter and the inherent constraints related to obtaining comprehensive statistics from the predefined population; in this case, project managers, purposive sampling emerges as a sampling method. By engaging renowned experts within the field, this method furnishes reliable data, aligning efficiently with the examination of research hypotheses. The obtained sample is 288.

Upon collection, the gathered data was analyzed through SPSS. The initial phase involves the presentation of an exploratory overview of the data via descriptive statistics, encompassing the calculation of parameters representing central tendencies, dispersion, and distribution characteristics. The model comprises four variables structured in a
reflective framework, each derived from five distinct manifestations. Consequently, the exploration of the data’s factor structure, alongside assessments of measurement validity and reliability, was facilitated through the application of Exploratory Factor Analysis (EFA) (Fabrigar & Wegener, 2011). Subsequently, the examination of the research hypotheses is undertaken through the implementation of simple linear regression models (Bangdiwala, 2018).

An EFA serves as a valuable tool for discerning correlations existing among manifest variables. EFA is particularly suited for non-nominal manifest variables that serve as reflections of the principal variable under investigation. The core foundation of an EFA hinges upon the extraction of factors. This objective can be accomplished through the application of several distinct techniques but within this study, Principal Component Analysis (PCA) was used due to its streamlined simplicity and efficiency. Following factor extraction, diverse rotation schemes can be employed to facilitate the process of extracting factors. In this study, the Promax rotation scheme was chosen due to its notable computational efficiency, particularly well-suited for larger datasets. An EFA offers a robust mechanism for assessing sampling suitability, achieved via Kaiser-Meyer-Olkin (KMO). KMO values exceeding 0.5 are deemed indicative of an acceptable sample size. Specifically, KMO values of 0.5 signify a level of sampling adequacy regarded as miserable, while values of 0.6 are considered mediocre. Likewise, KMO values of 0.7 fall within the middling range, those of 0.8 are categorized as meritorious, and values of 0.9 are indicative of a marvelous level of sampling suitability. In the realm of an EFA, a pivotal assessment revolves around the correlation among manifest variables. This scrutiny is facilitated through Bartlett’s test of sphericity, which, when statistically significant, signifies that the correlation matrix deviates from an identity matrix. In essence, this test indicates that the manifest variables are indeed significantly correlated. This premise is crucial as EFA computations necessitate correlated variables to converge effectively. The absence of significant correlations impedes the extraction of constructs, especially when manifest variables meant to reflect the same construct lack substantial correlations. Furthermore, these manifest variables are anticipated to exhibit correlation and to be interchangeable. EFA also calculates communalities, offering insight into the degree of correlation a manifest variable can maintain with other variables. Higher communalities denote stronger correlations. However, communalities ranging from 0 to 0.4 raise concerns, indicating problematic levels. In such cases, manifest variables with
low communalities are typically recommended for removal from the analysis. Throughout an EFA, another key assessment pertains to the validation of measurements. Convergent validity denotes strong correlations between manifest variables designed to measure the same underlying construct. This validation is realized when loadings reach a satisfactory level. In this study, a value of 0.3 or higher is generally considered adequate to establish validity for a sample of 288. Discriminant validity, on the other hand, underscores the distinctiveness of factors, confirming the absence of cross-loadings. It signifies that different factors genuinely represent separate constructs. Shifting focus, the constructs’ reliability is gauged through Cronbach’s Alpha, assessing the consistent loading of manifest variables onto the same construct. A Cronbach’s Alpha value between 0.6 and 0.7 indicates reliability.

Once the factor structure has been validated, along with confirming the measurement model’s validity and reliability, the groundwork is laid for probing the research hypotheses. This endeavor is undertaken through the utilization of three distinct simple linear regression models. Simple linear regression centers around predicting the value of a dependent variable based on the value of an independent variable. In this context, it facilitates the exploration of how leadership style predicts the variations in the specified dependent variables. The analysis of data in this model necessitates the fulfillment of several key assumptions, totaling six in number. Within the framework of this study, the principal variables are constructs derived from five 5-point Likert scale manifest variables. However, the EFA methodology facilitates the computation of continuous composite scores for each construct. This computation ensures conformity with the first assumption of this model. The second assumption necessitates a relationship between the two variables integrated into the model. The third one underscores the absence of notable outliers within the dataset. Moving on, the fourth assumption emphasizes the independence of observations. This can be assessed using the Durbin-Watson (DW) statistics, with values approximating 2 signaling compliance with this assumption. The fifth assumption hinges on the presence of homoscedasticity within the data, indicating consistent variance across the variable spectrum. Lastly, the sixth assumption centers on the normal distribution of residual errors along the regression line. These six assumptions collectively shape the foundation for the appropriate application of the simple linear regression model to the data. In conclusion, it’s noteworthy to emphasize that the coefficients are computed to gauge the magnitude of the relationship.
between the variables, employing the ordinary least square method. When a significant coefficient agrees with the predicted direction of causality mentioned in the hypothesis, the assessment of the hypothesis is supported. This procedure includes the last stage of connecting empirical results to theoretical ideas.

6 RESULTS AND DISCUSSION

6.1 THE SAMPLE CHARACTERISTICS

In terms of gender, approximately 55% of the participants are male and 45% are female. The distribution of the sample across different age categories shows that a significant portion of the respondents, approximately 77%, falls within a specific age range of 25 to 35 years. Additionally, around 16% of the participants fall within the age range of 36 to 45 years. The remaining 7% are situated in the age range of 46 to 55 years. The distribution of the sample based on respective positions within the organization shows that the largest segment, constituting approximately 59%, comprises project managers. Following this, there is a group of about 15% who are team supervisors. Subsequently, 15% are directors of program management, while 11% are project coordinators.

6.2 DESCRIPTIVE STATISTICS OF THE OBSERVED VARIABLES

The four key variables under investigation are treated as constructs. Each of these constructs is represented by five manifest variables. These variables are evaluated using a 5-point Likert agreement scale. Given the ordinal nature of the measurement scale, which lacks an interval or ratio structure, the interpretation of distribution statistics related to skewness and excess kurtosis won’t focus on assessing the normality of the data. Instead, these statistics will be considered in conjunction with the mean and standard deviation to grasp the general tendencies of responders’ perceptions regarding the statements encompassed within the constructs.
Upon a holistic analysis, it can be inferred that the respondents exhibit a proclivity towards agreement with the statements represented by the manifest variables.

When dealing with Likert scale items like the manifest variables, directly interpreting standard deviations can be intricate, as they signify the spread of responses around the mean. Instead, a more informative measure is referred to as the variation coefficient. Interpreting the coefficient of variation provides insights into the volatility of responses. Smaller values indicate greater consistency and coherence among the responses, while larger values suggest more dispersion. Upon thorough examination of the coefficients of variation presented in Table 1, a consistent trend emerges. For all the manifest variables, the coefficient of variation hovers around approximately 18%.

<table>
<thead>
<tr>
<th>Manifest</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Coefficient of variation</th>
<th>Skewness</th>
<th>Excess of kurtosis</th>
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<td>Q1 (EMP1)</td>
<td>4.40503</td>
<td>2.16574</td>
<td>49.16515892</td>
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<td>Q5 (EMP5)</td>
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finding signifies that the ratio of variability in responses is relatively moderate, implying a certain level of uniformity in respondents’ perceptions of the manifest statements. It’s noteworthy to point out that three manifest variables deviate from this pattern. This divergence from the average coefficient of variation suggests a comparatively higher degree of variation in responses for these particular manifest variables. This observation indicates that the respondents’ viewpoints regarding the statements within these manifest variables are relatively less consistent compared to their opinions about the other manifest variables.

Shifting focus, it’s notable that the overall skewness and excess kurtosis values for the manifest variables are all within an absolute range of less than 1. This pattern signifies that the distribution of these manifest variables exhibits a symmetrical bell-shaped curve. If one were to make a comparison between the ordinal scale and either an interval or ratio scale, it could be inferred that the data about these manifest variables demonstrates a distribution close to normality. It’s worth mentioning that among the manifest variables; only four display a weak negative skewness. This occurrence suggests a slight shift in the average due to a small number of participants who answered the statements within these manifest variables inversely from the majority. In essence, the majority of respondents tend to agree, while a few hold a neutral or disagreeing perspective on these specific manifest statements. Despite their negative skewness values, it’s important to note that they remain relatively weak and should not significantly disrupt the distribution of the data. Additionally, the absenteeism of substantial excess kurtosis diminishes the likelihood of extreme occurrences, such as respondents displaying strong agreement or strong disagreement with the manifest statements. While three manifest variables do exhibit a minor positive excess of kurtosis, it’s anticipated that these slight deviations should not substantially alter the overall trend of the data distribution. These positive excesses of kurtosis imply that the tails of the data distribution for these manifest variables are slightly thicker than that of a normal distribution. However, this increase in thickness is not substantial enough to result in significantly higher probabilities of extreme events occurring in the data distribution of these manifest variables.

6.3 ASSESSMENT OF THE MODEL’S VALIDITY AND RELIABILITY

The validity and reliability of the measurement model play a vital role in ensuring the accuracy and consistency of the collected data. Validity refers to the degree to which
a measurement precisely reflects the concept it shall measure. Reliability, on the other hand, pertains to the consistency and stability of measurements over time or across different situations. The measurement model in this study involves confirming that the manifest variables consistently measure the same construct repeatedly. This can be assessed through techniques like internal consistency (Cronbach’s Alpha), which indicates the extent to which the manifest items within a construct correlate with each other.

The employed measurement model in this study follows a reflective structure. In other words, the four targeted variables are considered constructs, each represented by five manifest variables. Consequently, it becomes imperative to assess the authenticity and consistency of this measurement model through the application of exploratory factor analysis.

Furthermore, an EFA serves the purpose of establishing correlations among the manifest variables, particularly those intended to represent identical constructs. Additionally, it facilitates the identification of a factor structure and the assessment of the appropriateness of the sample size. PCA is employed as the chosen factoring method, complemented by the Promax oblique rotation technique.

After multiple iterations, 18 out of 20 manifest variables were retained. Regrettably, manifest variables Q13 (EFF3) and Q15 (EFF5) were excluded from the analysis due to their detrimental impact on the validity of the model.

<table>
<thead>
<tr>
<th>Table 2: KMO and Bartlett’s Test of Sphericity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>Bartlett’s Test of Sphericity</td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Sig.</td>
</tr>
</tbody>
</table>

An EFA is an intricate method that furnishes valuable insights into the adequacy of sampling through the Kaiser-Meyer-Olkin (KMO) statistic. In Table 2, a commendable KMO value of 0.866 is reported. Notably, sphericity Bartlett’s test yields a statistically significant outcome with an approximate $\chi^2$ of 11293.773 and a p-value of 0.0001. This result signifies substantial correlations among the manifest variables. The Kaiser criterion is employed to extract factors (constructs) with eigenvalues equal to or
exceeding 1. After multiple iterations, a total of 4 factors were removed. Collectively, these factors account for approximately 63.32% of the variance within the model.

In this context, communalities serve as an indicator of the degree to which a given manifest variable can associate with the rest of the manifest variables. Higher values for communalities are preferred, as they signify stronger correlations. It is essential to note that communalities falling within the range of 0 to 0.4 are viewed as low and potentially problematic. Notably, the information presented in Table 3 is significant in this regard. It confirms that all communalities exceed the threshold of 0.4, assuring that each manifest variable is indeed capable of establishing meaningful correlations with all other manifest variables.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Manifest</th>
<th>Communalities</th>
<th>Loading</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s empowerment</td>
<td>Q1 (EMP1)</td>
<td>0.608</td>
<td>0.512</td>
<td>0.710</td>
</tr>
<tr>
<td></td>
<td>Q2 (EMP2)</td>
<td>0.423</td>
<td>0.433</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q3 (EMP3)</td>
<td>0.473</td>
<td>0.504</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q4 (EMP4)</td>
<td>0.731</td>
<td>0.857</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q5 (EMP5)</td>
<td>0.480</td>
<td>0.492</td>
<td></td>
</tr>
<tr>
<td>Employee’s stimulation</td>
<td>Q6 (STIM1)</td>
<td>0.575</td>
<td>0.712</td>
<td>0.702</td>
</tr>
<tr>
<td></td>
<td>Q7 (STIM2)</td>
<td>0.731</td>
<td>0.817</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q8 (STIM3)</td>
<td>0.423</td>
<td>0.421</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q9 (STIM4)</td>
<td>0.487</td>
<td>0.383</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q10 (STIM5)</td>
<td>0.485</td>
<td>0.625</td>
<td></td>
</tr>
<tr>
<td>Project efficiency and</td>
<td>Q11 (EFF1)</td>
<td>0.456</td>
<td>0.304</td>
<td>0.650</td>
</tr>
<tr>
<td>effectiveness</td>
<td>Q12 (EFF2)</td>
<td>0.677</td>
<td>0.927</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q14 (EFF4)</td>
<td>0.462</td>
<td>0.452</td>
<td></td>
</tr>
<tr>
<td>Leadership style</td>
<td>Q16 (LEAD1)</td>
<td>0.616</td>
<td>0.788</td>
<td>0.742</td>
</tr>
<tr>
<td></td>
<td>Q17 (LEAD2)</td>
<td>0.455</td>
<td>0.613</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q18 (LEAD3)</td>
<td>0.402</td>
<td>0.327</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q19 (LEAD4)</td>
<td>0.597</td>
<td>0.520</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q20 (LEAD5)</td>
<td>0.695</td>
<td>0.484</td>
<td></td>
</tr>
</tbody>
</table>
Table 3 presents the loadings that indicate the degree of association between the manifest variables and their corresponding constructs. These enable the assessment of convergent validity, ensuring that manifest variables intended to measure the same construct exhibit strong correlations with that construct. A commonly accepted guideline is that loadings equal to or exceeding 0.3 are deemed satisfactory.

An analysis of Table 3 results shows that all loadings surpass the 0.3 threshold. Consequently, the measurement model receives support for convergent validity, as the manifest variables demonstrate substantial correlations with their respective constructs. In addition to assessing convergent validity, the EFA facilitates the evaluation of discriminant validity, which gauges the degree to which the extracted constructs are distinct from one another. Discriminant validity can be examined by inspecting cross-loadings, which are loadings observed for the same manifest variable on two or more different constructs. The absence of cross-loadings or differences exceeding 0.2 between them indicates strong discriminant validity. In this case, the absence of any cross-loadings suggests that discriminant validity is upheld, as each manifest variable exclusively loads onto its intended construct without significant overlap with other constructs.

Lastly, the EFA provides the means to assess face validity and evaluates the degree to which the removed constructs align with logical expectations. As shown in Table 3, the manifest variables that load onto the same constructs correspond to the ones that were initially selected to represent those constructs. This alignment confirms convergent validity, reinforcing the idea that the manifest variables indeed reflect the intended constructs. With the validation of the measurement model’s validity, it is now imperative to scrutinize its reliability.

Reliability evaluates whether a set of manifest variables consistently load onto their intended constructs. The reliability can be assessed using Cronbach’s Alpha. Upon examination of Table 3, it can be deduced that the four variables exhibit reliabilities, as evidenced by Cronbach’s Alpha coefficients are between 0.6 and 0.7. With the affirmation of both validity and reliability, the extracted constructs are now effectively represented by composite factor scores. These scores are implicitly calculated within the context of an EFA. These composite factor scores will play a role in the subsequent investigation of the three research hypotheses.
7 CORRELATION ANALYSIS

Following the preceding, a correlation analysis is conducted to explore potential linear relationships among the computed composite factor scores. The results are presented in Table 4.

Table 4: Pearson Correlation

<table>
<thead>
<tr>
<th></th>
<th>Employee's stimulation</th>
<th>Employee's empowerment</th>
<th>Leadership style</th>
<th>Project efficiency and effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee's stimulation</td>
<td>Pearson Correlation</td>
<td>.678</td>
<td>.571</td>
<td>.575</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>288</td>
<td>288</td>
<td>288</td>
<td>288</td>
</tr>
<tr>
<td>Employee's empowerment</td>
<td>Pearson Correlation</td>
<td>.678</td>
<td>.699</td>
<td>.663</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>288</td>
<td>288</td>
<td>288</td>
<td>288</td>
</tr>
<tr>
<td>Leadership style</td>
<td>Pearson Correlation</td>
<td>.571</td>
<td>.699</td>
<td>.777</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>288</td>
<td>288</td>
<td>288</td>
<td>288</td>
</tr>
<tr>
<td>Project efficiency and effectiveness</td>
<td>Pearson Correlation</td>
<td>.575</td>
<td>.663</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>288</td>
<td>288</td>
<td>288</td>
<td>288</td>
</tr>
</tbody>
</table>

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

Employee empowerment and leadership style display a positive correlation, with a correlation coefficient of \( r (288) = 0.699 \) and a p-value of 0.0001. Similarly, employee stimulation and leadership style exhibit a positive correlation, with a correlation coefficient of \( r (288) = 0.571 \) and a p-value which is less than 1%. Additionally, project efficiency and effectiveness are positively correlated with leadership style, with a correlation coefficient of \( r (288) = 0.777 \) and a p-value which is less than 1%. These correlations collectively suggest that there exists a linear association between the variables. Specifically, when the levels of the independent variables increase, the corresponding levels of the dependent variable tend to increase as well. In other words, elevations in leadership style are associated with higher levels of employee empowerment and stimulation, and also project efficiency and effectiveness.

7.1 REGRESSION ANALYSIS

While the correlation analysis has provided evidence of a positive linear relationship, this alone isn’t sufficient to validate the research hypotheses. To thoroughly investigate these hypotheses, a series of three simple linear regression models are employed. This approach is chosen due to the existence of three distinct dependent
variables. Through these regression models, a more comprehensive understanding of the relationships between the variables can be attained.

Before presenting the three models, it’s imperative to assess the six underlying assumptions that are crucial for validating any such model. The initial one necessitates that the two variables employed in the regression adhere to either the interval or ratio scales. In the context of this study, the core variables are constructs derived from a 5-point Likert scale manifest variables. However, the employment of the EFA enables the calculation of continuous composite scores for each construct. This aligns with the first assumption for constructing a valid simple linear regression model.

Figure 2: Scatterplots Showing the Linear Relationship between the Independent and the Dependent Variable

The second assumption pertains to the presence of a linear relationship between the two variables integrated into the model. This prerequisite is substantiated by the scatterplots illustrated in Figure 2, where the red lines depict the expected linear relationships. The actual data points are represented by the blue dots within Figure 2, further validating the stipulated linear associations.

The third assumption involves the absence of significant outliers. This condition can also be assessed by examining Figure 2, where it becomes apparent that none of the blue data points are situated at a considerable vertical distance from the red lines. This visual inspection aligns with the notion of negligible outliers.

The fourth assumption pertains to the independence of observations, which can be assessed through the DW statistic. A value around 2 indicates the fulfillment of this assumption. The DW statistics for the three models are presented in Table 5. For the first one, with employee empowerment as the dependent variable, the DW statistic is 1.867, implying that the observations maintain their independence. In the second model, featuring employee stimulation as the dependent variable, the DW statistic is 1.963, confirming the independence of observations. Lastly, the third model, involving project
efficiency and effectiveness as the dependent variable, yields a DW statistic of 2.043, signifying the presence of independent observations.

Figure 3: Scatterplots Presenting the Homoscedasticity of Data for the Three Regression Models

The fifth assumption revolves around the presence of homoscedasticity in the data. To assess this assumption, one can utilize scatterplots featuring standardized predicted values plotted against standardized residuals. These plots are visualized in Figure 3. The red line denotes the line of best fit. The blue dots in all three models illustrate that their variances remain relatively consistent as one progresses along the line of best fit. This alignment underscores the fulfillment of the homoscedasticity assumption for all three regression models.

Figure 4: Histograms of the Residual Errors for the Three Regression Models

The sixth assumption pertains to the distribution of residual errors along the regression line, necessitating them to be approximately normally distributed. To verify this assumption, histograms of the residual errors can be analyzed, and a favorable match with an overlaid normal curve suggests the fulfillment of this condition. Figure 4 displays histograms depicting the residual errors of the three models. In each histogram, a notable alignment with the superimposed normal curve is evident, signifying that the sixth assumption is satisfied across all three regression models. With the confirmation that all six assumptions are fulfilled for the three models, the subsequent step involves
deliberating the acquired estimates for each model and comprehending their implications concerning the three hypotheses.

The estimates and associated statistics pertinent to these three regression models have been documented in Table 5.

<table>
<thead>
<tr>
<th>Table 5: Simple Regression Models for Hypotheses Testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s empowerment</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Constant</td>
</tr>
<tr>
<td>Leadership style</td>
</tr>
<tr>
<td>(t = 33.438)</td>
</tr>
<tr>
<td>R²</td>
</tr>
<tr>
<td>F statistic</td>
</tr>
<tr>
<td>Durbin-Watson</td>
</tr>
</tbody>
</table>

*Significant at p < 0.0001

The initial model presents the impact of transformational leadership on employee empowerment. The analysis reveals an $R^2$ coefficient of 0.489, signifying that approximately 48.9% of the variance in employee empowerment can be attributed to variations in leadership style. The model holds considerable significance, as evidenced by the global F-statistic ($1, 288) = 11180.088$, accompanied by a very low p-value of 0.0001. The impact of transformational leadership on employee empowerment is marked by a statistically significant and positive effect, as indicated by the coefficient of 0.715 and a p-value of 0.0001. This implies that a one-point increase in leadership style corresponds to a 0.715-point increase in employee empowerment.

Consequently, the first research hypothesis ($H_1$) is substantiated, underscoring that transformational leadership has a positive impact on employee empowerment.

In the second model, the analysis examines the impact of transformational leadership on employee stimulation. The model reveals a coefficient of determination $R^2$ of 0.326, implying that 32.6% of the variation in employee stimulation can be accounted for by leadership style. The overall significance of the model is evident through a global significance statistic, where F ($1, 288) = 565.636$ and the associated p-value is
0.0001. The analysis for the second model reveals that leadership style significantly influences employee stimulation. This is indicated by the positive coefficient of 0.581 and a p-value of 0.0001. These results signify that a one-point increase in leadership style corresponds to a 0.581-point increase in employee stimulation.

Consequently, the second research hypothesis (H₂) is corroborated, underscoring that transformational leadership has a positive impact on employee stimulation.

The results from the third model highlight the impact of leadership on project efficiency and effectiveness. The coefficient of determination $R^2$ for this regression model is 0.603, indicating that 60.3% of the variability in the dependent variable can be attributed to transformational leadership. The overall significance of the model is supported by an F-statistic of $F (1, 288) = 1779.993$, with a p-value of 0.0001. Indeed, the findings of the third model demonstrate a statistically significant and positive association between transformational leadership and project efficiency and effectiveness. The coefficient associated with transformational leadership is 0.785, and the corresponding t-statistic is 42.190, with a p-value of 0.0001. This indicates that an increase of one unit in the transformational leadership score is associated with an increase of 0.785 units in project efficiency and effectiveness.

As a result, the third research hypothesis (H₃) is substantiated, confirming the constructive impact of transformational leadership on the enhancement of project efficiency and effectiveness.

8 DISCUSSION OF RESULTS OBTAINED
8.1 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE EMPOWERMENT

The interplay between the employed leadership style and its impact on employee empowerment has garnered substantial attention in research and scholarly literature. Prior investigations have demonstrated that transformational leadership exhibits a significant and affirmative influence on employee empowerment, as evidenced by the constructive coefficient of 0.715. Indeed, when a leader fosters the autonomy of their employees, they concurrently acknowledge their sense of ownership, creativity, and significance within the organization. This triumvirate of attributes is firmly rooted in a cornerstone of all relationships, whether professional or otherwise: trust.
Employees experience heightened empowerment when they are afforded the latitude to take initiative within their tasks. This latitude, in turn, catalyzes their creativity and nurtures a sense of purpose in contributing to the seamless progression of projects. In essence, fostering a sentiment of organizational belonging encompasses the sharing of values that resonate with a leader’s intrinsic beliefs. Employees who align their values with those of the company are consequently more inclined to be motivated and dedicated in their endeavors for the organization.

8.2 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE STIMULATION

Previous research findings underscore that leadership style yields a significant and positive impact on employee stimulation, as demonstrated by the favorable coefficient of 0.581 (t = 23.783, p < 0.0001). The absence of autonomy can occasionally stem from an employee’s inhibition. Organizational policies that prioritize impeccable outcomes and penalize errors are bound to falter in terms of nurturing professional motivation. To counter this, fostering interaction through avenues like informational sessions, communal activities, and cohesive initiatives becomes imperative. These endeavors serve to amplify interactions and cultivate a sense of both social and professional affiliation. Naturally, the cultivation of a sentiment of social belonging is fostered by the leader; however, its establishment is also influenced by the employee. A solitary demeanor and avoidance of interactive moments could elongate the integration process into a team. It’s pivotal to acknowledge that each individual is accountable for his/her own contributions and is not liable for the contributions of others.

8.3 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON PROJECT EFFICIENCY AND EFFECTIVENESS

Previous research findings underscore a statistically significant and positive influence of transformational leadership on project efficiency and effectiveness, evident through the robust coefficient of 0.785 (t = 42.190, p < 0.0001). A leader’s facilitation of employees’ skill expression creates an environment conducive to achieving a state of flow – a harmonious engagement in tasks. The fulfillment of the need for competence transpires when employees feel adept and capable of tackling tasks across varying difficulty levels.
Furthermore, the need for competency within the workforce is echoed through the delegation of tasks to subordinates. This delegation strikes a balance between the challenge inherent in the task and the employee’s proficiency to execute it. This equilibrium reflects the alignment of task difficulty and employee skill, underscoring the significance of task assignment as an avenue for nurturing competence. In this context, when a task presents a significant personal challenge and aligns harmoniously with an individual’s acquired skills, it gives rise to an optimal experience upon task completion. This congruence creates a state of equilibrium where the challenge and the skill level intersect to engender an ideal engagement. However, if the challenge exceeds the employee’s capabilities, it may lead to a state of stress, undermining their proficient stimulus. Conversely, if the challenge falls below the employee’s skill level, it risks evoking a sense of boredom and consequently inhibiting motivation.

9 CONCLUSIONS AND FUTURE RESEARCH

The objective of this study is to investigate the impact of transformational leadership practices on employee motivation and stimulation, ultimately leading to improved project efficiency and effectiveness. Positive leadership impact can be interpreted as effective if employees can achieve organizational objectives with minimal resource loss. A quantitative method was employed and a survey was distributed to 288 individuals. The results were able to prove the three hypotheses of the study.

The major implication is that the study is constrained to a quantitative methodology. However, it would have been prudent to initially incorporate a qualitative approach, such as semi-structured interviews, to gain insights into the insights and intents of project management leaders. Moreover, an additional qualitative technique, the focus group method, could be considered. The focus group, akin to a collective interview, serves as a platform for gathering insights on a specific subject. Starting with a qualitative methodology could have enriched the study by providing a more contextual understanding. Subsequently, the amalgamation of insights from literature review analysis and qualitative data could lead to the formulation of situational research hypotheses, subsequently examined through quantitative sampling.

Similar to many research endeavors, this study is not exempt from limitations. Initially, it’s important to acknowledge that the research was conducted within the domain of construction and project development companies. For forthcoming research, potential
paths could involve investigating the transfer of leadership knowledge and competencies through practical experimentation.

10 THEORETICAL AND MANAGERIAL IMPLICATIONS

The self-determination theory postulates that an individual’s motivation is contingent upon their level of self-determination (Deci & Richard, 2004). If this self-determination is rooted in internal stimuli, it leads to intrinsic motivation. Conversely, when self-determination relies on external stimuli like rewards or punishments, it manifests as extrinsic motivation. Proficient leaders, well-versed in motivating employees, grasp the internal motivational framework and endeavor to address their employees’ three fundamental needs. The first is the requirement for autonomy, which pertains to the desire to be the initiator or instigator of one’s own actions. The second is the necessity for competence, which relates to the aspiration to exhibit proficiency and capability in carrying out tasks of varying levels of complexity. The third is the need for social belonging, encompassing the yearning to be linked and nurtured by interpersonal connections.

Equally crucial is the manager’s role in cultivating a nurturing atmosphere, and fostering employees’ freedom of expression, proactivity, and mutual respect. Encouraging transparent communication is paramount, particularly concerning individual roles and objectives. Moreover, the manager’s ethical communication is imperative. This facilitates the establishment of ethical guidelines, consequently enhancing individual accountability and autonomy among employees.
REFERENCES


