

THE INFLUENCE OF PROJECT MANAGERS' LEADERSHIP IN
SUCCESSFUL INTERIOR PROJECTS

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DEDICATION

This thesis is dedicated to my father, Arifin Othman who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, Zaimah Abas who taught me that even the largest task can be accomplished if it is done one step at a time. Not forgotten also dedicated to my other siblings, brothers-in-law, sister-in-law, niece and nephew who keep believe in me and encourage me until the end.

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ABSTRACT

Planning, organizing, overseeing, and coordinated over the various tasks involved in the interior construction projects is performed by project managers, who represents owners / clients. The lack of coordination within among stakeholders involved can caused of implication towards completion of project on schedule. Is a project managers main responsibility to ensure all in order and intact among stakeholders, landlords, local authority, and owner / clients. The purpose of this study is to identify the leadership styles in project managers' in successful interior projects and influence project managers' leadership in successful interior projects. The quantitative research study has been used to analyse the descriptive statistics, regression, the multiple correlation between two variables, leaderships as independent variable and project success as dependent variable. The Multifactor Leadership Questionnaire (MLQ) (Form 5X-Short) by Bass and Avolio's (2004), the Project Implementation Profile (PIP) by Slevin and Pinto (1992) and demographic questionnaire have been used to evaluate and identify the objective of the study. The result shown positive correlation of transformational towards project success and negative result passive avoidant. It can be concluded the influence of project managers towards successful in interior projects has related with type of leadership by project managers in lead of projects towards completion.

ABSTRAK

Merancang, mengatur, mengawasi, dan mengkoordinasikan berbagai tugas yang terlibat dalam projek pembinaan dalaman dilakukan oleh pengurus projek, yang mewakili pemilik / klien. Kurangnya koordinasi di antara pihak berkepentingan yang terlibat boleh menyebabkan implikasi terhadap penyelesaian projek mengikut jadual. Merupakan tanggungjawab utama pengurus projek untuk memastikan semuanya teratur dan utuh di antara pihak berkepentingan, tuan tanah, pihak berkuasa tempatan, dan pemilik / pelanggan. Tujuan kajian ini adalah untuk mengenal pasti gaya kepemimpinan pengurus projek dalam projek dalaman yang berjaya dan mempengaruhi kepemimpinan pengurus projek dalam projek dalaman yang berjaya. Kajian penyelidikan kuantitatif telah digunakan untuk menganalisis statistik deskriptif, regresi, korelasi berganda antara dua pemboleh ubah, kepemimpinan sebagai pemboleh ubah bebas dan kejayaan projek sebagai pemboleh ubah bersandar. Multifactor Leadership Questionnaire (MLQ) (Form 5X-Short) oleh Bass dan Avolio's (2004), Project Implementation Profile (PIP) oleh Slevin dan Pinto (1992) dan demografi soal selidik telah digunakan untuk menilai dan mengenal pasti objektif kajian. Hasilnya menunjukkan korelasi positif transformasi terhadap kejayaan projek dan hasil negatif penghindaran pasif. Dengan ini dapat disimpulkan pengaruh pengurus projek terhadap kejayaan dalam projek dalaman berkaitan dengan jenis kepemimpinan oleh pengurus projek dalam memimpin projek sehingga selesai

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LIST OF ABBREVIATIONS

KLIA	-	Kuala Lumpur International Airport
JBPM	-	Jabatan Bomba dan Penyelamat Malaysia
MPS	-	Majlis Perbandaran Sepang
DBKL	-	Dewan Bandaraya Kuala Lumpur
IT	-	Information Technology
UTM	-	Universiti Teknologi Malaysia
MIIP	-	Malaysian Interior Industry Partners Association
IHBC	-	Institute of Historic Building Conservation
DBIA	-	Design-Build Institute of America
MAHB	-	Malaysia Airports Holdings Berhad
TA		Tenancy Agreement
GC		General Contractor
T&C		Testing & Commissioning
PMBOK		Project Management Body of Knowledge
MLQ		Multifactor Leadership Questionnaire
PIP		Project Implementation Profile
SPSS		Statistical Package for the Social Science

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Managing interior construction projects is no different from external construction projects either from the knowledge required, scope of works to execute and project management. But in interior projects, the team involved is required to understand deeper of all scope of works. The work coordination is critical as tools and assets to manage interior projects. The research is to evaluate the project managers leadership will influence on work coordinates and will contribute of successful of interior project within budget and tight schedule without compromise of quality finishes of works towards client's satisfaction completion and successful interior prior projects.

Based on interviewed by Tan (2014) with the Malaysian Interior Industry Partners Association's (MIIP) president, Datuk Vincent Lim said the interior build industry especially in commercial have expand rapidly and fast growing more than other sectors and statistics shown 30% to 40% costs is dedicated towards interior fit-out and about 50% for higher -end properties which makes the interior built industry a fast-paced and upward moving industry. (Tan, 2014). The interior design is involving with conceptual development, space planning, researchers, site inspections, programming, communicating, coordinates, manages and execution of the projects. The scope of works under interior design can be divide as fit-out project, refurbishment project and design & build project.

According to Designing Wiki (2018) defined "Fit Out is a term used to describe the process of making interior spaces suitable for occupation. It is relation to space developments, where the base construction is completed by the developer and the final fit-out by the occupant. The occupant is generally will be leasing space as a tenant

from developer or landlord. It also needs to complete the internal layout and servicing of the building shell to meet the specific needs of an incoming occupier.” (Designing Buildings Wiki, 2018). While Buildrite Construction (2018) mentioned as “It is referred to activities a commercial tenant interior space suitable for occupation. Often fit-out construction is performed by a tenant’s own contractor as opposed to the landlord’s construction company. A contractor working for a commercial space landlord will typically develop interior space as a “white box” or “shell” and whether it’s for a new build, or adapting a previous tenant space to make ready for new tenants to look at and be ready to sign a leased.” (Buildrite Construction, 2018). Besides, is defined as an opportunity for other innovative project-delivery options depending on individual circumstances. (Queensland Government, 2019).

Institute of Historic Building Conservation (2019) defined the refurbishment is a term used to describe a process of improvement by cleaning, decorating, and re-equipping. It includes elements of retrofitting with the aim of making a building more energy efficient and sustainable. Is also defined as interchangeably with renovation or restoration building to its former condition. It also can encompass such works as “cosmetic” renovations, painting and decorating, upgrading, major repair work, alterations, conversions extensions and modernisations. (IHBC (Institute of Historic Building Conservation), 2019). Taufiqah Ahmad (2011) defined the refurbishment is the alteration of an existing designed to improves the facilities, rearrange internal areas and the structural life span without changing the original function. (Ahmad, 2011). Further defined by Structural Cross Sections (2017) as a process carried out to improve the existing structure or its facilities by altering internal areas, provision of decorating components and materials, and new facilities and equipment, etc. (Sections, 2017). M. Gillott and C. Spataru (2010) described the refurbishment has a key role to play in the change of use of buildings. The change of use in existing buildings could keep existing neighbourhoods intact, occupied and safeguarded for the future. (Gillott and Spataru, 2010).

Meanwhile, as mentioned by Design-Build Institute of America (2019), “design and build is a method of delivery in which one entity – the design-build team – works under a single contract with the project owner to provide design and

construction services. One entity, one contract, one unified flow of work from initial concept through completion. It also known as design / construct and single-source responsibility”. (DBIA (Design-Build Institute of America), 2019). Samir Boundjabeur (1997) defined design and build is reflecting the concept that contractors offered clients a complete “package”, in contrast to the comparatively fragmented traditional arrangements, whereby clients have separate agreements with a team of consultants and a contractor. (Boundjabeur, 1997). In case study from Elias Sahle (2006) mentioned quoted from Pekka P., design and build are a delivery method in which the client selects a party that will complete both the design and construction under a single contract. Upon completion of the construction, the Owner is then responsible for operations and maintenance of the project. The Owner is also responsible for financing aspects. (Sahle, 2006).

Bianca Novo, Eric A. Landis and Mary Lewis Haley (2017) mentioned in their journal relevant research have indicated strong correlation between the leadership skills project managers and the success of their projects. Both finding have ben cross-referenced with individual leadership styles of project managers. A determination the individual qualities or traits consistent with the leadership profiles of successful managers can be assessed based upon the results of a wide body of a research. They also mentioned a project manger’s ability to define roles and responsibilities was the most important leadership quality employed by successful project managers. The project managers can play an important leadership role through their ability to motivate team members, creates cooperation among the team, inspires and trusts team members which can be conductive towards project success. Further they mentioned, the managerial competencies of teamwork, customer service, system control, emotional competency of social awareness and having a leadership style best highlighted the most successful project managers. (Novo *et al.*, 2017). Juanjuan Jiang (2014) mentioned although leadership or manager is rarely included in the project success factors, it influences the performance of project through various patterns such as collaboration of teamwork, management of source, communication with both followers and clients. (Jiang, 2014). Addition, Intan Bayani, Mohamad Redhuan, Nadira Ahzahar and Siti Zubaidah (2015) highlighted there are seven (7) leadership skills for a good project manager should possesses which included communication skills, problem solving and decision-making skills, planning and goal setting skills, the

effectiveness of project managers in managing finances, schedule, quality, and act as the main liaison with the success of a project. (Zakaria *et al.*, 2015). Ismail Jasmani (2016) also mentioned oversees of all executing various roles and tasks in interior projects including planning, organizing, executing of construction under scope of work interior projects is performed by project managers. (Jasmani, 2016).

1.2 Problem Statement

In this modern day, the successful projects have become crucial for companies and organizations. Delayed of completed projects on time have impact not only to company, but it also impacts to other stakeholders, project sponsors, clients, organizations, and employees. Those project managers involved must ensure all works carried out in order, on schedule and to solve any pertaining issue raised on site immediately to avoid any delay of completion works. Weak coordination during liaise with other stakeholders during preliminaries of project by project manager / project leaders involved will caused of delay completion interior project.

The delay of completion interior projects can be justified into two main factors reasons which are from internal factor and external factor. For the external factor it is involves with submission drawings for approval to local authorities such as fire department, Jabatan Bomba dan Penyelamat (JBPM), local district such as Majlis Perbandaran Sepang (MPS) or Dewan Bandaraya Kuala Lumpur (DBKL). The duration of processing for an approval is subjective which sometimes can cause much longer than the standard operation procedures mentioned. Without an approval drawing from local authorities, all works will be delay starting. Duration times given by landlord to complete the interior projects too short likes only eight (8) weeks to complete all works including an approval from local authorities and handover inspection with authority and landlord. Besides, limitation times for interior construction works which is noisy work only from 2300hours until 0700hours and some cases from 0000hours until 0500hours and non-noisy works is limited to selected approved time from landlord.

For the internal factors contribute to delay start work and impact of delay completion project on schedule due to few reasons as below:

- i. Delay of an appointed general contractor (GC)
- ii. Delay of confirmation drawings by project owner / client
- iii. Delay of submission for an approval concept drawing to landlord
- iv. Delay to receive an approval of concept drawing from landlord
- v. Delay of confirmation materials by project owner / client which effected to order materials especially involves other countries
- vi. Delay delivery of material to site especially from other countries due to shipment takes longer times
- vii. Appointed general contractor (GC) do not have enough manpower on-site during construction
- viii. Lack of skilled worker by appointed GC such as certified wiremen to attend during testing & commissioning (T&C) inspection with local authority and landlord can caused of unsuccessful T&C inspection and need to repeat T&C inspection.

1.3 Research Goal

In construction interior project, the development project execution involves lead by project manager to ensure all circle of various other professionals such as consultants, architect, interior designer, project planner, contractor, supplier, logistics, procurement, engineers, etc. all are functions and follow the schedule. Weak of coordination by project manager to control and coordinate all stakeholders involves will give the major impact to company. The project managers will manage to provide the services with the ability of leadership to control of group of stakeholders including fulfill the owners or client's requirements.

The aim of this study is to evaluate the project managers leadership will influence on work coordinates and will contributes of successful of interior project within budget and tight schedule without compromise of quality finishes of works towards owners or client's satisfaction.

1.4 Research Objectives

The objectives of the research are: -

- i. To identify project manager leadership styles in managing interior projects
- ii. To examine the relationship between project managers leadership styles and successful interior projects
- iii. To examine the influence of project manager leadership styles in successful interior projects
- iv. To determine the level of successful in interior projects

1.4.1 Research Questions

The research is carried out to seek answers for: -

- i. What is the project manager leadership styles in managing interior projects?
- ii. Is there any relationship between project managers leadership styles and successful interior projects?
- iii. Do project managers leadership styles influence in successful interior projects?
- iv. What is the level of successful in interior projects?

1.5 Research Hypotheses

This study included two research hypotheses.

H1: There is a relationship between project managers leadership styles in successful interior projects

H2: Project managers leadership style influence in successful interior projects

1.6 Significance of the Study

This research will evaluate the influence leadership styles for project managers to manage their interior projects. The outcomes of the study will help the organizations to improves of execution interior projects which will benefit to organization, stakeholders, clients, company, contractors, employees to achieve successful interior

projects. For the body of knowledge, it will help further research in interior project industry as current the research is more focus to construction industry, IT industry, engineering industry. Lack of information of influence project managers leadership towards successful in interior projects can caused difficulties for company, organizations to improves lead of time and cost of completion projects.

1.7 Scope of the Study

This research study is referred to completion projects at Kuala Lumpur International Airport (KLIA and KLIA2), Malaysia. Tenants are classified under retail luxury fashions which opened their outlets at KLIA and KLIA2 and located at domestic arrival and departure hall terminal KLIA, international arrival and departure terminal (satellite building) KLIA, domestic arrival and departure hall terminal KLIA2 and international departure hall (satellite) terminal KLIA2. For this study, it will be limited on the selected completion interior projects at international departure hall terminal (satellite), KLIA2. Survey was conducted among project managers involved, project teams involved, contractors involved, operations team, brands' principal, designers, logistic teams, procurements team, merchandise teams, finance teams and admins teams.

1.8 Definition of Terms / Concepts

1.8.1 Leaders

Richard L. Hughes and Robert C. Ginnett (2019) defined leaders need to consider both the rational and the emotional consequences of their actions. (Richard L. Hughes, Robert C. Ginnett, 2019). While Hai Nam Nguyen (2010) mentioned leaders have an enormous impact on knowledge management practices within their organizations. Leaders creates conditions that allow participants to readily exercise and cultivate their knowledge manipulation skills, contribute their own individual knowledge resources to the organization's pool of knowledge and have easy access to

relevant knowledge. Leaders also play a crucial role in building and maintaining an organizational culture of learning and implementing in the organization. Leaders must attach a high value to knowledge, encourage questioning and experimentation through empowerment build trust, and facilitate experiential learning of tacit knowledge. (Nguyen, 2010). Sunnie Giles (2016) highlighted as “A leader with high ethical standards conveys a commitment to fairness, instilling confidence that both they and their employees will honour the rules of the game. When leaders clearly communicate their expectations, they avoid blindsiding people and ensure that everyone is on the same page” (Sunnie Giles, 2016).

Global Definitions of Leadership and Theories of Leadership Development: Literature Review at page 9 highlighted leaders for the future are “individuals who are compelled to make a difference by deepening their awareness of themselves in relation to the world around them. In doing so, they adopt new ways of seeing, thinking, and interacting that result in innovative, sustainable solutions”. (Sustainability Leadership Institute, 2016) and further quoted by Visser and Courtice (2011) said “someone who inspires and supports action towards a better works”. ((University of Cambridge Institute), 2017).

1.8.2 Leadership

From Leadership book by Richard L/ Hughes and Robert C. Ginnett (2019) chapter 1, page 4, mentioned “Leadership researchers have defined leadership in many ways:

- i. The process by which an agent induces a subordinate to behave in a desired manner.
- ii. Directing and coordinating the work of group members.
- iii. An interpersonal relation in which others comply because they want to, not because they must.

- iv. The process of influencing an organized group toward accomplishing its goal.
- v. Actions that focus resources to create desirable opportunities.
- vi. Creating conditions for a team to be effective.
- vii. The ability to engage employees, the ability to build teams, and the ability to achieve results, the first two represent the how and the latter the what of leadership.
- viii. A complex form of social problem solving.” (Richard L. Hughes, Robert C. Ginnett, 2019)

They also mentioned “the various definition can help us to understand and appreciate the multitude of factors that affect leadership, as well as different perspectives from which to view it. Leadership as “the process of influencing an organized group toward accomplishing its goal” is comprehensive and helpful. Leadership involves followers’ feelings and nonrational behaviour as well as rational behaviour. It also involved both rational and emotional sides of human experience. This is including actions and influences based on reason and logic as well as those based on inspiration and passion”. (Richard L. Hughes, Robert C. Ginnett, 2019). Addition, Hai Nam Nguyen (2010) mentioned leadership includes motivating people, shaping organizational objectives, and maintaining the group and organizational culture. Thus, leadership pervades not only at the individual level but also at the group and organizational level. Leadership is viewed as behavioural processes, the focus is on what the leader does rather than what the leader is. (Nguyen, 2010). While Richard Bolden (2004) mentioned “leadership is a complex phenomenon that touches on many other important organizational, social and personal processes. It depends on a process of influence, whereby people are inspired to work towards group goals, not through coercion, but through personal motivation.” (Richard Bolden, 2004).

1.8.3 Leadership Styles

Referred to A Guide to the Project Management body of Knowledge (PMBOK Guide, 2017), project managers may lead their teams in many years. The style a project manager selects may be a personal preference, or the result of the combination of multiple factors associated with project. Research describes numerous leadership styles that a project manager can adopt and most common examples of these styles:

- i. Laissez-Faire (e.g., allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style).
- ii. Transactional (e.g., focus on goal, feedback, and accomplishment to determine rewards; management by exception).
- iii. Servant leader (e.g., demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationship, community, and collaborations).
- iv. Leadership is secondary and emerges after service.
- v. Transformational (e.g., empowering followers through idealized attributes and behaviour, inspirational motivation, encouragement for innovation and creativity, and individual consideration).
- vi. Charismatic (e.g., able to inspire, is high-energy, enthusiastic, self-confident; holds strong convictions); and
- vii. Interactional (e.g., a combination of transactional, transformational, and charismatic) (Project Management Institute, 2017).

1.8.4 Project Manager

According to A Guide to the Project Management Body of Knowledge (PMBOK Guide 2017), the role of a project manager is distinct from that of a functional manager or operations manager. Typically, the functional manager focuses on providing management oversight for a functional or business unit. Operations managers are responsible for ensuring that businesses are efficient. The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives. It also mentioned the project manager leads the project team to meet the project's objectives and stakeholders' expectations. The project manager works to balance the competing constraints on the project with resources available. This is including the project manager also performs communication roles between the project sponsor, team members, and other stakeholders. (Project Management Institute, 2017).

Nur Maizura Ahmad Noorhani, Arniatul Aiza Mustapha and Zainullah Zainal Abidin (2014) mentioned the interior design project manager is to assist project organization to achieve the project goals and objectives. Apart of the knowledge and the skills which crucial elements required, they also must collaborate with other stakeholders, client, consultants including project planning, problem solving, time management, negotiation, legal knowledge, technical knowledge, administration, and business skills. (Ahmad Noorhani *et al.*, 2014).

1.8.5 Successful Projects

Project success should therefore be realised when the needs and expectations of the stakeholders are met or exceeded. However, as noted before, meeting the needs of all stakeholders is near to impossible due to the diversity in perspectives. Project success is not exclusively the result of successful project management. (Korbijn, 2014). People need to concentrate quality angle for the projects to make them successful and to make the success of the project, organizations have to concentrate on team, organization, project management, product, environment, resources and

related technical factors. (Sudhakar, 2016). Project success is normally thought of as the achievement of some predetermined project goals, which commonly include multiple parameters such as time, cost, performance, quality, and safety. The expectation on the outcome of the project and the perception of project success or failure will be different for everyone. (Lim and Zain, 1999). A Guide to the Project Management Body of Knowledge (PMBOK Guide, 2017) mentioned projects success is measured by product and project quality, timelines, budget compliance, and degree of customer satisfaction. (Project Management Institute, 2017). While Tan Xing Jia (2015) highlighted project can be considered as success if it is achieving the requirements or expectations of stakeholders. It also defines as the achievement of intended outcomes in terms of budget, time and specification. (Jia, 2015).

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