

LEADERSHIP NECESSITY IN CONSTRUCTION PROJECTS

HAFIDI MOUAD

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DEDICATION

This project report is dedicated to my loving parents for their endless love and prayers. To my wife for staying always by my side and being very supportive, and to my dear friends who have cheered me full during the writing of my project.

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ABSTRACT

This research is conducted to study the necessity and the importance of leadership in the construction projects. There is no such thing as poor engineers or scientist, only poor leaders. If leaders have good resources however, badly managed, they will get only poor outcomes. The main objectives of this study is to identify the important leadership skills, determine the behavior of a good leader from employee's perspective, and analyze the behavior of a good leader from their own perspective. This research used quantitative research method. 200 questionnaires were sent to leaders from different countries, 50 respondents have answered the questionnaires. The software Statistical Package for the Social Sciences (SPSS) was used to analyze the data collected, descriptive and inferential statistics. This study discovered four main problems which are the misunderstanding between management skills and leadership skills, leading to low qualities of leadership skills, hence incompetent leaders, and therefore unsuccessful project. It is found that leadership competencies have a strong relationship with the project performance, and that leadership skills differ from leader to other, and each leader has its own method of leading the project. This study have defined the different leadership skills, and the behavior of a good leader from both perspectives of employees and employers. It has also highlighted the leadership behavior and skills that are principal for leaders. It is found that there is a strong relationship between leader's behaviors and skills and the level of project performance. Therefore these leadership behaviors and skills can have significant impact that influence the project performance either to its success or to failure.

ABSTRAK

Kajian ini dijalankan dengan tujuan untuk mengkaji keperluan dan kepentingan sebuah kepemimpinan dalam projek pembinaan. Tiada istilah jurutera atau saintis yang tidak berkebolehan, hanya pemimpin yang tiada kemahiran dalam memimpin sesebuah projek. Walaupun pemimpin mempunyai sumber yang mencukupi, namun jika pengurusannya tidak sistematik, output projek mereka berkemungkinan tinggi untuk gagal. Objektif utama kajian ini adalah untuk mengenal pasti kepentingan seorang pemimpin dalam sebuah projek, menentukan sikap pemimpin yang baik daripada perspektif pekerja, dan menganalisis sikap pemimpin yang baik daripada perspektif diri. Penyelidikan ini menggunakan kaedah penyelidikan kuantitatif. 200 soal selidik telah dihantar kepada pemimpin dari pelbagai negara, dan 50 responden telah berjaya menjawab. Kajian ini telah menemui empat masalah utama iaitu kesalahan fahaman istilah antara kemahiran pengurusan dan kemahiran kepemimpinan yang membawa kepada kualiti kepemimpinan yang rendah. Hal ini akan menghasilkan pemimpin yang kurang cekap dan akhirnya, projek yang tidak berjaya. Melalui kajian ini, didapati bahawa kompetensi kepemimpinan mempunyai hubungan yang kuat dengan prestasi projek, dan bahawa kemahiran kepemimpinan berbeza untuk setiap pemimpin, dan setiap pemimpin mempunyai kaedah tersendiri untuk memimpin projek. Kajian ini telah menentukan kemahiran kepemimpinan yang berbeza, dan tingkah laku pemimpin yang baik dari kedua-dua perspektif, iaitu dari perspektif pekerja dan majikan.

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LIST OF ABBREVIATIONS

TR:	-	Total Respondents
PR:	-	Percentage
NR:	-	Number of Respondents
TR:	-	Total Respondents
SPSS	-	Statistical Package for Social Science
UTM	-	Universiti Teknologi Malaysia

LIST OF SYMBOLS

%	-	Percentage
N	-	Population Size
α	-	Cronbach's Alpha

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The construction field is a challenging industry in political, socioeconomic, cultural, and business environment. Even with all these challenges faced, the construction industry is still a developed one, with major environmental, social and economic impact, mostly with the increase of demand in accommodations and urbanization sector. (Wan Hanim Nadrah, 2013).

As construction projects are in demand, and the need of managers with great understanding of leadership skills is increasing. The problem of leadership in the construction project has been a big deal in the construction management literature as it has great significant value to improve the performance of construction project sites. (M. Bresnen, A. Bryman, A. Beardsworth, J. Ford, E. Keil, 1989). Although, many studies have not exactly investigated the role of project and construction managers in leading their team.

Leadership for many decades has been a great interest in many different fields, however, many leaders use only the theoretical understanding and can't differ between leaders and bosses. The most important skill in leadership is the understanding of the organization and its laborers, having friendly relationships with workers to achieve excellent communication which leads to significant outcomes in leading the organization (Toor and Ofori, 2007).

Leadership role is implemented by leadership behavior (Mullins, 2000). Leaders with only one specific skill can be successful in only situations where demanding that specific skill, while multi-skills leaders can be successful because of the wide range in construction industries (Liphadzi et al, 2015). Messick & Kramer,

(2004) cited that leader's qualities depends no only on his personal abilities, but also on environmental and situational characteristics. It necessary to use leadership behavior that suits the project, because leadership behavior can affect majorly the performance of the project, whether bad or good (Glantz 2002).

Herbert et.al, (1970) have cited that site managers have a major influence on the final project cost and quality and they also shown that the quality of site managers may affect the project overall cost up to 10%. Dulaimi and Langford, (1999) discussed about how research on leadership in construction industry focus only on the motivational factors and the individual characteristics of the project managers, and only few focus on leadership development in construction managers. Although, in the past few years, many studies shows interest on this subject due to the environmental changing of the construction industry (Toor and Ofori, 2007).

Recent publications have also discussed that the construction industry need to develop not only good managers but as well to have, the passion and the authentic manners to lead the project, these individuals are motivated by the well being of there surroundings, society and organizations rather than them-selves (Toor, 2006). There is no such thing as poor engineers or scientist, only poor leaders. If leaders have good resources however, badly managed, they will get only poor outcomes (Lyn, 2007).

1.2 Background of the Study

Research made on leaders behavior and the performance of construction workers especially in developing countries, has been define, where, there is 3 leadership skills and behavior necessary for a successful organization in the business environment. Company's productivity, profitability and performance of workers can only be achieved through effective leadership skills and behavior (Lee & Austin, 2011a, b; Cooper, 2011).

Previous studies shows that the organization performance, self-efficacy, motivation and creativity have been positively influenced by transformational leadership (Bronkhorst et al, 2015; Jyoti & Bhau, 2015; Kim & Yoon, 2015; Newland et al, 2015). Organizational leadership behavior is prerequisite factor in developing or stopping individual commitment and interest. It is a major factor that influences workers behavior and attitudes (Oyetunji, Adebisi, & Olatunde, 2019).

Arendse (2013) cited that superior-performing project manager need to have behavioral competencies, and that leadership of project managers have big influence on the project success. The behavioral competencies includes showing reliability, providing direction, communicating effectively, involving participants and demonstrating commitment. Defining construction project roles and procedures is the first step to successfully manage and lead a project. Project Managers need to define roles for each member involving in the project, to ensure that everybody have the same objectives and goals, he need also to have great solving conflicts skills to manage smooth communication with stake holders (Anantatmula, 2010).

According to Xiong, (2008) study. Successful project manager have great leadership skills and the most important ones are planning, communication, knowing and using the resources of group, understanding the characteristics and the need of the job and controlling group performance. According to Liphadzi et. al. (2015), leadership is the successful factor for any group activities and construction projects need to have good leader since they are large and difficult, and it also combine many different leadership skills. As a result, it is necessary to choose leaders with high leadership performance and capacities to lead construction projects.

Babu et.al, (2008) opined that actual leadership doesn't need special or rare abilities to mater it, but rather, the leadership capabilities can be achieved through life experience and constant learning. Effective leadership is necessary to improve and understand workers, employees and organizational performance. Literature have suggested that the measurement of leadership capabilities can calculate the effectiveness of leadership through its skills, strategic planning and emotional intelligence (Teri, 2006; Babu et al., 2007).

1.3 Problem Statement

Project management and effective leadership continue to impact the success or failure of a project especially in construction Industry. According to Oshinubi (2007), based on this research, there is a common issue that came from project manager's leadership behavior that can affect the team performance. Between the issues that are often experienced in the research was the issue of poor leadership skills and leadership practice in the industry of construction, this can cause time wastage, unnecessary costs and fatal errors.

With the special value given to the project management systems, construction companies are now focusing in hiring professionals with better leadership skills rather than only technical skills (Dulaimi, 2005 ;Toor & Ofori, 2008). The success of construction projects are linked to the performance, experience and competence of those who are leading and managing the project, usually called as projects managers or construction managers. Incompetent leader can lead the project to failure (Arendse, 2013).

Achua and Lussier (2010) cited that there is a strong relationship between project success and supervisors leadership behavior, therefore, the construction field require leaders who can motivate and influence workers to achieve organizational objective. Moreover, it also proven that leaders who lose focus can result to poor performance. The low qualities of leadership skills have a negative impact on the performance and commitment of workers on construction sites (Sunindijo & Zou, 2012).

The present study will identify the misunderstanding and the lack of leadership skills in the construction industry.

1.4 Research Aim

The aim of this study is to study the necessity and the importance of leadership in the construction projects.

1.5 Research Objectives

The objectives of this study are:

1. To identify the important leadership skills.
2. To determine the behavior of a good leader from employee's perspective.
3. To analyze the behavior of a good leader from their own perspective.

1.6 Scope of Study

This study is conducted in order to define the objective of this study. The study take place in different company's world widely, distributed to approximately 50 leaders working in the construction industry. This research focus only on construction managers, projects managers, directors site mangers, civil engineers supervisors, and other supervisors who have leading role in the construction project.

Usually, engineers and architects take the roll of project managers in construction projects, especially when nobody has been appointed. However, when there is an appointment of the project manager or project coordinator, many positions can be engaged such as engineers, architects, contractors, and others. Accountants, lawyers and economists in some cases also get the project manager titles. As many questions has been asked about which profession suit best project manager, it has been agreed that any of these professions related to construction projects can suit a good Project Manager, if he has intensive experience and knowledge in the industry, and

own good leadership competencies and skills to lead the project (Odusami, Lyagba, Omirin, 2003).

Results are gathered through questionnaire, to define the best leadership skills needed to manage and lead successfully a construction project.

1.7 Significance of study

This study is focusing on helping project managers and construction managers in the management category. Site supervisors, engineers supervisors and other supervisors in construction projects in the supervisor category to understand and learn all the leadership skills, and applying in the projects in order to achieve a successfully delivered project on time.

It is also believed that after this study, project managers will have the enough knowledge to overcome the challenges faced in the project as well as in the team, he will also know the motivational behavior needed to encourage employees at the low peaks and give the necessary boost needed for them to be more attentive and reach the common goal and objective.

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