



Analyzing the relationship between leadership styles and dynamics work environment in Kurdistan

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Abstract— This study's overarching objective is to learn how certain traits of leaders affect the efficiency of building projects. Five separate building companies in the Kurdish capital of Erbil participated in the study. A quantitative method was used to analyze the data in this study. There are a total of seventy one people in this research. Because the highest value for the charismatic leadership characteristic was determined to be $.737 > .01$ and the P-value was $.000$, we can conclude that there is a significant positive association between charismatic leadership and the efficiency of project development teams.

Keyword— *Work Environment, Leadership, Performance.*

I. INTRODUCTION

Project team management (Hamad et al., 2021) and effective communication with suppliers and project sponsors are essential in today's competitive business climate to ensure a successful project's construction. Today's construction projects face a wide range of challenges, many of which may be traced back to ineffective collaboration amongst team members (Ismael & Yesiltas, 2020). According to (Gardi et al., 2021), the most pressing problems in the construction sector include fostering an environment conducive to cross-cultural learning, fostering multinational adaptability, and preparing for entry into a competitive market (Qader et al., 2021). To stay competitive in today's business climate, it's essential to build a strong project team from the ground up. This responsibility falls squarely on the shoulders of the project manager (Ismael et al., 2022). The focus of this research is on the role of the transformative project manager and the potential contributions they may make to the successful management of team projects in the workplace (Ismael et al., 2022). Construction project management is challenging. The

researcher decided (Anwar, 2017; Hamza et al., 2021; Faeq et al., 2022; Anwar & Shukur, 2015; Hamad et al., 2021) to focus on Leadership for this particular investigation (Hamza et al., 2021). Leadership is defined as "a strategy to leading that encourages positive change in society and in people, producing new leaders among those who were previously their followers" (Hussein et al., 2022). The spirits, drive, and output of those who follow you increase. Due to rising consumer demand and intense competition in the construction sector, contractors are always attempting to better their services (Hamad et al., 2021) with rising competition in the construction business and rising user demand, contractors are working hard to enhance their performance despite limited resources and environmental expertise (Faeq et al., 2021) contractors are working hard to meet the needs of their clients despite limited means and a lack of expertise on environmental matters (Hamza et al., 2022). Sadq et al. (2020) report that in South Africa, researchers looked at the causes of customer dissatisfaction in the construction industry and found a wide range of factors that affect project performance, such as contractors'

lack of capabilities, conflict, and poor workmanship. Abdalla Hamza et al. (2021) state that when professionals from diverse fields work together on a same project, job distinction arises, which can have a negative impact on relationships between team members (Othman et al., 2022).

II. LITERATURE REVIEW

Several scholars and project managers consider the ability to build effective project teams to be one of the most important leadership qualities that ensures the success and effectiveness of the projects and the construction project's ability to adapt to changing conditions (Jamil et al., 2022). This literature evaluation was conducted with the hope of learning more about the elements that have the greatest impact on effective teamwork. However, before we can put this into practice, we need to clarify what is meant by "team" and how we should think about it. In order to reach a common objective, it takes more than simply a group of individuals working together to form a team (Ahmed & Faeq, 2020). A team is a group of people (Faeq, 2022; Abdullah et al., 2017; Hamza et al., 2021; Faeq & Ismael, 2022; Anwar & Shukur, 2015; Aziz et al., 2021) who work together and depend on one another's efforts and the unique strengths and talents of each member (Jwmaa et al., 2022). Team members divide and share resources, power, and responsibility in order to achieve the team's common purpose. Team members often have confidence in their ability to take on significant duties within their respective skill sets. Cooperation among team members is essential to the success of both individual and group activities (Sadq et al., 2021). The success of a project relies on the team's members, so it's up to the manager to ensure that they're being closely supervised and monitored, that positive interdependencies are being acknowledged (Faeq, 2022; Anwar, 2017; Qader et al., 2021; Faeq & Ismael, 2022; Sabir et al., 2021; Anwar, 2016; Faeq & Ismael, 2022), that there is frequent face-to-face communication, and that each member is being held to high standards of personal (Mahmood et al., 2022). Cooperation in a project occurs when team members pool their resources and talents to accomplish a common objective (Faeq, 2022). One goal of team building exercises is to boost efficiency and effectiveness in collaborative work (Ismeal et al., 2021). Several advantages of successful team projects have been demonstrated (Faeq et al., 2020). These include the following (Sadq et al., 2020; Akoi & Yesiltas, 2020; Jamil et al., 2022; Saleh et al., 2021; Faeq, 2022; Ali et al., 2021): the transformation of a broad sense of goal into specific outcome objectives; the creation and development of the appropriate combination of capabilities to achieve a high project outcome; the successful resolution of team practice

problems; and an explanation of the tetrahedron (Anwar & Shukur, 2015). Therefore, this research aims to examine how certain leadership characteristics affect the efficiency of project teams working in the construction sector (Sabah et al., 2022; Ali et al., 2021; Faeq & Ismael, 2022; Ali et al., 2021; Jamil et al., 2022; Akoi et al., 2021). To paraphrase, the four pillars of leadership are transformational care, transactional leadership, strategic drive, and charismatic leadership (Hamad et al., 2021). Transformational attention occurs when a leader assumes the position of a mentor and works to fulfill the needs of his or her subordinates. Transactional leadership occurs when a leader takes calculated risks and provokes preconceptions (Sorguli et al., 2021; Anwar & Surarchith, 2015; Ismael, 2022; Faeq & Ismael, 2022; Anwer et al., 2022; Anwar & Ghafoor, 2017). It is when a leader inspires their followers by setting an example of positive outlook and strategic thinking that the group as a whole is motivated by that leader (Ismael, 2022; Faeq et al., 2022; Qader et al., 2022; Faeq & Ismael, 2022; Akoi & Andrea, 2020; Faeq et al., 2021). Charismatic leadership happens when a leader is held in the highest respect by his or her followers because of his or her exemplary moral character (Faeq et al., 2021). Low productivity among workers is a major issue in the construction sector. In most countries, labor costs make up between 30 and 50 percent of total project costs, which is a reasonable reflection of the economic success of operations (Anwar, 2016). The Architecture, Engineering, and Construction (AEC) sector is increasingly making use of Augmented Reality (AR) technology in its various forms to enhance building projects (Ismael, 2022; Faeq & Ismael, 2022; Abdulrahman et al., 2022; Anwar, 2017; Faeq, 2022; Ismael et al., 2022; Anwar & Climis, 2017). Augmented reality (AR) is a technology that enhances our everyday lives by superimposing digital images and other data on top of our physical surroundings. The fields of AEC and FM can benefit on three fronts from the use of AR technology in the design process, in the field of construction management, and in the administration of buildings and facilities. According to (Gardi et al., 2021): "Leadership skills, climate, economic conditions, coordination among project participants (Faeq et al., 2022), feedback and monitoring among project participants, climate, top management, project manager capabilities (Qader et al., 2022; Ismael, 2022; Anwar & Louis, 2017; Akoi et al., 2021; Ismael, 2022; Sadq et al., 2020), decision making, and owners' capex" (Hameed & Anwar, 2018). These three levels are known as "Interaction," "Visualization," and "Information Retrieval."

III. RESEARCH METHODOLOGY

The purpose of this investigation is to learn how different kinds of leadership can impact the effectiveness of team formation throughout project execution. A quantitative method is used in this investigation. The first section of the poll asked participants' basic demographic information, such their age and gender. Part two of the survey consisted of 48 questions, 10 of which were about transactional leadership, 10 about individual consideration, 12 about idealistic influence, 9 about transactional leadership, inspiring motivation, and 10 about the efficiency of the project's construction crew. All participants had an equal chance of being picked for the sample since the researcher utilized a random sampling technique. Five Erbil-based construction firms were surveyed. After sending out 90

surveys and receiving only seventy one back with complete responses, the researcher came up with the following working hypothesis:

H1: There is positive relationship between leader's transactional leadership and dynamic work environment.

H2: There is positive relationship between leaders' transformational leadership and dynamic work environment.

H3: There is positive relationship between leader's charismatic leadership and dynamic work environment.

H4: There is positive relationship between leader's strategic leadership and dynamic work environment.

IV. RESULTS AND ANALYSIS

Table.1: Demographic analysis

Items	Scales	Frequency	Percent
Age	20-29	15	21.1
	30-39	34	47.9
	40-49	18	25.4
	50+	4	5.6
Gender	Male	59	83.1
	Female	12	16.9

In terms of age distribution, as shown in Table 1., 21.1% of participants were between the ages of 20 and 29, 47.9% were between the ages of 30 and 39, 25.4% were between

the ages of 40 and 49, and 5.6% were 50 or over. Overall, the proportion of males to females was 83.1 to 16.9.

Table.2: Reliability Statistics

Cronbach's Alpha	N of Items
.822	48

Project construction team efficacy as a dependent variable is tested for dependability with four independent factors (table 2): transactional leadership, inspiring motivation, charismatic leadership, and transformational leadership.

Cronbach's alpha for 15 items was determined to be .708, which is more than .6, indicating that these items were dependable for this investigation.

Table.3: Correlations analysis

Items	Pearson correlation	Transactional leadership	Transformational leadership	Charismatic leadership	Strategic leadership
Project construction team	Pearson correlation	.749**	.734**	.929**	.422**
	Sig.(2-tailed)	.000	.000	.000	.000
	N	71	71	71	71

** correlation is significant at level 0.05

The efficacy of a project's construction team is shown as a dependent variable in Table 3 below, with the independent variables of transactional leadership, inspiring motivation, charismatic leadership, and transformational leadership as their respective antecedents and consequents. The value of R between transactional leadership and dynamic work environment =.746**, indicating a highly significant

relationship between the two variables; the value of R between transformational leadership and dynamic work environment =.734**, likewise indicating a highly significant relationship between the two variables; and the value of R for between social support and dynamic work environment =.736**, likewise indicating a highly significant relationship between the two variables.

Table.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.889	.10374
a. Predictors: (Constant), Leadership styles				

Table 4 shows that an R-squared value of 0.895 indicates that 89% of the variance is explained.

Table.5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.047	4	1.512	140.463	.000 ^b
	Residual	.710	66	.011		
	Total	6.757	70			
a. Dependent Variable: Dynamics work environment						
b. Predictors: (Constant), Leadership styles						

The F value of 140.463 >1 between independent variables and a dependent variable is displayed in Table 5. This value indicates a statistically significant relationship between the four independent variables and the dependent variable.

Table.6: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	P-value
1		B	Std. Error	Beta		
	(Constant)	.167	.191		.875	.385
	Transactional	.083	.106	.069	.778	.439
	Transformational	.400	.090	.366	4.455	.000
	Charismatic	.737	.085	.727	8.687	.000
	Strategic	-.267	.090	-.237	-2.962	.004
a. Dependent Variable: Dynamics work environment						

Table (6) shows the coefficients analysis for this research. As seen in the above table the value Beta for transactional leadership characteristic = .083 > 0.01, which means there is a weak positive relation between transactional leadership and dynamic work environment, the value Beta for transformational leadership characteristic = .400 > 0.01, which means there is a weak positive relation between

transformational leadership and dynamic work environment, the value Beta for charismatic leadership characteristic = .737 > 0.01, which means there is a strong positive relation between charismatic leadership and dynamic work environment and the value Beta for strategic leadership characteristic = -.267 > 0.01, which means there

is no relation between strategic leadership and dynamic work environment.

V. CONCLUSIONS

The multiple regression methodology that was utilized in the analysis of this study. According to what the study discovered (Qader et al., 2021), charismatic leadership has the most value out of all the different attributes of leaders. In terms of the first characteristics, the findings showed that the value Beta for transactional leadership characteristic $=.083 > 0.01$, which indicates that there is a weak positive relation between transactional leadership and dynamic work environment (Faeq et al., 2022). As a result, the first research hypothesis was only partially supported. In terms of the second characteristics, the findings showed that the value Beta for transformational leadership characteristic $=.400 > 0.01$, which indicates that there is a weak positive relation between transformational leadership and dynamic work environment.

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