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The Evaluation of Impact of the Transformational Leadership towards Construction Project Performance

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***Abstract*— Due to the vital importance of the Construction Project Performance, it is incumbent upto more and more the researcher's attention in the form of substantial articles, especially in the developing countries.**

Construction Project Performance in the context of building or any other sectors like infrastructure refers to how well a project is meeting its objectives, staying within scope, schedule, and budget, and delivering the favor outcomes. Effective construction project performance is crucial for achieving success and ensuring that the project contributes positively to the organizational growth strategy.

To articulate the relationship between organizational growth strategy and Construction Project Performance, the author introduce another 4 variables, for instance, Transformational Leadership, Organizational Virtuousness, Risk Management to develop the research model in the Republic of Indonesia. The novelty of this research model is that after the holistic and systematic literature review, the findings will be injected with the author's implication from his more than 10 years of the construction project management experience, which can contribute to the Resource Based Theory (RBT) in the realm of the organizational growth strategy and Construction Project Performance.

Despite the findings and conclusions stemmed from the context of the construction project permanence, the results are valid and interesting which can as a reference for the context of the infrastructure project performance in another developing countries.

Keywords: Construction Project Performance, Growth Strategy, Transformational Leadership, Organizational Virtuousness, Risk Management, Information System.

I. INTRODUCTION

1.1 Research Background

A project, by definition, is a temporary endeavor with a specific goal, a defined beginning and end, and typically constrained by factors such as time, budget, and resources. Projects are unique undertakings designed to produce a distinct product, service, or result. In terms of the function, the project can refers to the infrastructure project, and construction projects which is selected for this research because of the author's construction project management experience in last decade.

Construction projects can have a significant impact on a country's Gross Domestic Product (GDP). GDP is a key economic indicator that measures the total value of all goods and services produced within a country's borders. Therefore, to maintain the stable growth of countries economic, especially the developing countries, the construction projects will be increased on a yearly basis.

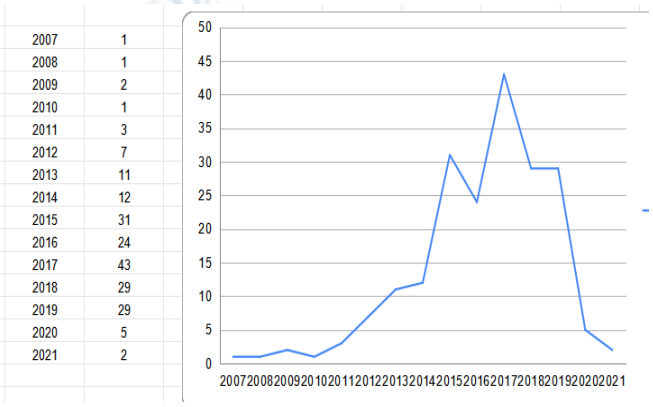

Fig.1 Number of the Construction Projects from Year 2007 to 2021

Chart One above (https://id.wikipedia.org/wiki/Daftar_ Proyek_Strategis_Nasional) illustrates the construction projects were increasing from year 2007 to year 2019. Then the majestic pandemic Covid-19 occurred, most of the projects were pending. Anyway, after the mitigation of the pandemic Covid-19, economic is recovering same as the number of the construction projects.

When conducting the construction project, the company will want to improve the project performance which in return booster the company's strategy growth. By details, the company in this research is the SME (Small and Medium Entrepreneur) with private limited attitude rather than government control.

As mentioned-above previously, this research will study the impact of the Growth Strategy (GS) as the mediator to the Construction Project Performance (CPP).

To make the study more persuasive, 4 kinds of independent variables was applied. For example, how the impact of the Transformational Leadership (TL), Organizational Virtuousness (OV), Risk Management (RM), and Information System (IS) to the Construction Project Performance (CPP), with details referring the research model below.

Actually, quite a lot of the researchers were concerned about the Construction Project Performance (CPP) in the aspect of the academics and in the aspect of the practice. For example, Dainty (2004) was doing the study of the competency between the project managers' performance because in one company, the competition will exist within the management level. Meanwhile in Hirst2004' article, he proposed more on the team communication. Therefore, better communication will result in more favor project performance. Time passed by, then Yetton (2000) has introduced the information system to study its impact to the project performance. Recently, from Shen 2010's paper, the checklist was establish to study the factors to impact the sustainable performance.

After studying the above articles and more, the author had also establish his research model to study the Construction Project Performance by implication his decade working experience to make valid and interesting conclusions for future research.

1.2 Research Objective and Benefits

After fixing the 4 variables such as Transformational Leadership (TL), Organizational Virtuousness (OV), Risk Management (RM) and Information System (IS) and the mediator as Growth Strategy (GS), then the research subject is the SME (small an medium entrepreneurs) was locked.

In this era of fierce competition, the Construction Project Performance is the most important for the company to survive and thrive. This Paper's subject of the companies are local SME (small an medium entrepreneurs) due to 3 reasons. Initially, because SME's top managers are much more easier to get approached and to have prompt response, secondly the majorities of the companies are SME rather than big company, and lastly, the author himself also working in the similar company context. At the same time, the SME selected is private companies rather than government sector.

Actually, based on the Table One's data, the observation was that the quantity of the construction projects and quantity of the local SME registration is obviously increasing. The two quantity will be more by the influence of the China One Belt One Road Policy. After the implementation of the BRI, the quantity of the Chinese Companies had and will participate in the Indonesia market.

In the context of the booming construction project, the SME want to continue the stable growth, so it is vital importance for the company to increase the Construction Project Performance (CPP).

There are many factors to impact the Construction Project Performance (CPP) and after thorough thinking, the author will focus on the 4 variables (Transformational Leadership, Organizational Virtuousness, Risk Management and Information System) how to impact the Construction Project Performance (CPP), serving as the objective to this research.

The research model was established by inputting the 4 variables and the Growth Strategy as mediator due to it is one of the most impact subject in the Resource-Based Theory (RBT). The data was collected to investigate after distributing greater than 300 questionnaire to the top management in the SME. To reinforced the research data, the in-depth interviewer was applied also. Last but not least, the author also boated of his ten years job experience in the construction project in the Republic of Indonesia, which act as the implication to the findings and this is the novel points for this research.

The results are to see the evaluation of the impact of 4 variables (Transformational Leadership, Organizational Virtuousness, Risk Management, Information System) to the Construction Project Performance (CPP) which can be a good reference or guidance for the private company/organization to do the construction projects rather than government projects, acting as the first benefit of this research.

What's more, the company can learn the hypotheses so the company can plan from the construction project from beginning as tender stage until completion, to maintain the goal of the Construction Project Performance (CPP), or even better. It is a benefit also for the company to control the waste and loss during the construction progress, acting as the second benefit of this research.

II. SYSTEMATIC LITERATURE REVIEW

2.1. Recap of the Variable Concept

At this current stage, the endeavor of holistic and thorough literature review was applied, from the Resource-Based View Theory and the 4 variables (Transformational Leadership, Organizational Virtuousness, Risk Management and Information System), to the related article of the Growth Strategy (GS) and Construction Project Performance (CPP).

In the field of the strategic management study, the classic Resource-Based View has been widely used and has helped firms identify their core competencies, understand their competitive positioning, and make decisions about resource allocation and strategic direction. It encourages firms to look inward and assess their internal strengths as a way to achieve sustainable competitive advantage in the long term and in the future.

Based on Barney 1991's article, The resource-based view (RBV) theory proposed that the company/firm''s resources need to be well allocated under a enough capacity to the extent that the company's competition will become Valuable, Rare and Difficult to Imitate. Therefore the favor

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performance will be an outcome which in return will sustain the company's Competitive Advantage. It will be more easy to understand by reading the graph below.

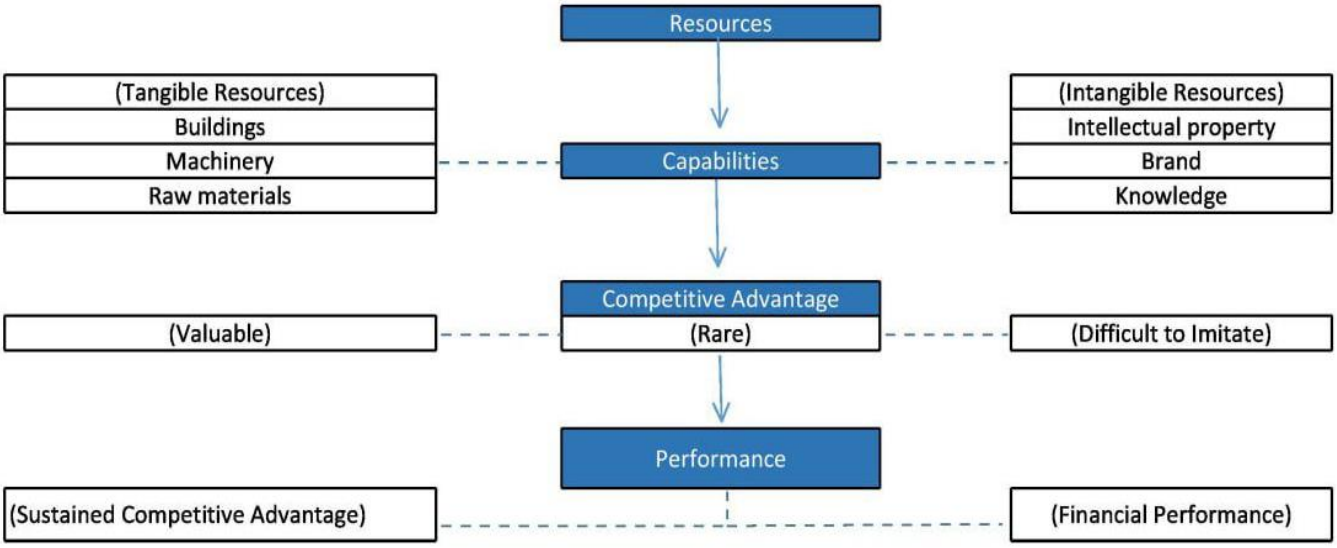

Fig.2 The Main Ideas of the Resource-Based View Theory

What's more, the Resource-Based View has been influential in strategic management and has been applied to various industries to understand why some firms consistently outperform others. The Resource-Based View (RBV) is also a management framework that focuses on the internal resources and capabilities of a company as sources of competitive advantage. The RBV theory suggests that the unique combination and strategic deployment of a company's resources can lead to sustained competitive advantage and superior performance. This perspective contrasts with traditional views that often emphasize external factors such as market conditions, industry structure, or competitive forces. Peus, Kerschreiter, Frey, & Traut-Mattausch, 2010; Schaubroeck, Lam, & Cha, 2007; Schaubroeck, Lam, & Peng, 2011)

By abstracting the mature theories (Grand Theory and Applied Theory) duing the study of the Resource-Based View (RBV), the 4 variables (Transformational Leadership, Organizational Virtuousness, Risk Management, Information System) and 7 hypothesis was developed in this paper's research model.

2.1.1 Transformational Leadership (TL)

As the first variable, Transformational Leadership will be introduced in details.

In terms of the leadership, it is essential for the smooth functioning of an organization/company. Leadership involves not only making decisions but also inspiring, motivating, and empowering teams to reach their full potential.

Nowadays, leadership research is a prominent topic and more details of the development of the theories of the leadership. The schools of the leadership includes the Transformational (Charismatic) leadership, transactional leadership, authentic leadership, servant leadership. Based on the current years of the research paper, two schools of the mind set - Transformational Leadership and Transactional Leadership was dominant the leadership theory study.

By definition, Transformational leadership is often contrasted with transactional leadership. While transformational leaders focus on inspiring and motivating through a shared vision and personal development, transactional leaders use a more contingent rewards-and-punishments approach to achieve performance goals. Transformational leadership is particularly effective in situations where change is needed, such as organizational restructuring or a shift in strategic direction.and this paper is focus on the Transformational Leadership.

By studying the key characteristics of the transactional leadership, some limitation can see this transactional leadership is better on a short team task meanwhile the construction projects is usually an assignment with minimum one year period which cannot considered as short term.

In contrast, Transformational Leadership is a leadership style and approach that focuses on inspiring and motivating followers to achieve higher levels of performance and personal growth. This leadership style was first introduced by James MacGregor Burns in 1978 and has since been developed and expanded upon by various leadership theorists.

In details, there are some key characteristics of transformational leadership include based on the author's understanding, for instance, Charisma and Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, and Idealized Influence (or charisma).

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Table 1: Key Characteristics of the Transformational Leadership

Charisma and Inspirational Motivation	Transformational leaders are often seen as charismatic figures who can articulate a compelling vision of the future. They inspire and motivate their followers by creating a sense of purpose and enthusiasm for their goals.
Intellectual Stimulation	Transformational leaders encourage creativity and innovation among their followers. They challenge the status quo, promote critical thinking, and encourage new ideas and approaches to solving problems.
Individualized Consideration	Transformational leaders pay attention to the individual needs and development of their followers. They provide support and mentorship, helping each follower reach their full potential.
Idealized Influence (or charisma)	Transformational leaders lead by example. They embody the values and behaviors they expect from their followers, earning their trust and respect.

Due to the above prominent key characteristics, Transformational Leadership (TL) has been widely recognized as having a significant impact on various aspects of organizational performance, including project performance. Transformational leaders are those who inspire and motivate their team members to achieve exceptional results and to go beyond their own self-interests for the greater good of the project or organization/company.

Furthermore, several leadership models and assessments have been developed to measure and develop transformational leadership skills, including the Multifactor Leadership Questionnaire (MLQ) developed by Bernard Bass and Bruce Avolio. Transformational leadership has been associated with positive outcomes in various settings, including increased employee satisfaction, motivation, and performance, as well as improved organizational culture and innovation.

To sum up, Transactional leadership is often contrasted with transformational leadership, which emphasizes inspiring and motivating followers to achieve higher levels of performance through a shared vision and personal development. While transactional leaders use a "carrot and stick" approach, transformational leaders use charisma, inspiration, and intellectual stimulation to motivate their teams.

Transactional leadership can be effective in situations where clear guidelines and structure are essential, such as in industries with strict regulations or in crisis management situations. However, it is often criticized for its limited ability to foster innovation, creativity, and long-term employee satisfaction compared to transformational leadership. Therefore, the transformational leadership will be selected as variable in this research.

Under substantial quantity of the previous empirically study, it has been proven that the Transformational Leadership will have compound impact to the Construction Project Performance in an chronological order.

Howell 1993 was announced the 3 sets of the transformational-leadership measure to evaluate the positive realsthip between the transformational leadership and organizational performance. Time passed by and in Dvir 2002's paper, he has conducted the field experiment to show the Transformational Leadership on Follower Development and Performance which is a positive result also. Next, Enshassi 2009 has argued that owners, consultants, and contractors have some factors which are affecting the performance of construction projects in the developing countries like Africa.

What's more, in the paper of Gong 2009,it articualted that transformational leadership were positively related to employee creativity based on plenty of the case study. Next, Gangwang 2011, informed that Transformational Leadership will iimpact the performance across their designed criteria and levels, which is a meta-analytic review based on 25 years of research. In the next two years, Transformational leadership influence on organizational performance through organizational learning and innovation was published by V.J. García-Morales (2012), and they also introduce the innovation consideration which facilitate this research. Lastly, Transformational leadership impact positively to the job satisfaction, and team performance was conducted by the research under S. Braun (2013).

Under currently lots of the systematic literature reviews from different countries and industries with similar findings, the author will also temporarily conclude that the Tranformational Leadership (TL as the first variable) will have positive impact to the construction Project Performance (CPP).

2.2.2 Organizational Virtuousness (OV)

The organization consists of the people. When the management have proper ethical behavior, it will form the good organizational virtuousness acting as the second variable which impact to the Construction Project Performance.

High organizational virtuousness is crucial for the success and sustainable growth of businesses and other types of organizations. It involves a combination of communication skills and good ethics.

Positive Organizational Culture reflects the Organizational Virtuousness (OV). Transformational leaders contribute to the development of a positive organizational culture

characterized by trust, respect, and open communication. This culture promotes a sense of belonging and loyalty among team members, which can positively influence their performance on projects.)

Ultimately, organizational virtuousness directly impacts an organization's performance, culture, and overall success. Strong management practices lead to higher employee engagement, better customer satisfaction, and improved financial outcomes. Companies with high management quality tend to be more adaptable to changes, more innovative, and better equipped to navigate challenges in a dynamic business environment.

The supporting article including Michael O'Mara-Shimek 2015 argued that the virtuousness through organizational ethical quality can improve a moral corporate social responsibility. Next in Dubey 2019's paper, it straightforward mentioned organizational virtuousness and psychological capital will impact employee performance with the evidence from the banking sector. Actually it is the similar ideas for this research, so the author will try his best convert this ideas from the bank sector to the construction project field by valid experiments and plenty of the literature review.

2.2.3 RISK MANAGEMENT (RM)

The third variable is the RISK MANAGEMENT (RM). Effective managers assess risks associated with their decisions and take steps to mitigate them, ensuring the organization's stability and continuity.

Controlling the risk is the most important job for the company. And 2 indicators such as cash flow/funding and time will be introduced for discussion.

Risk management is a systematic process of identifying, analyzing, assessing, and responding to potential risks that may impact the achievement of an organization's objectives. It involves taking proactive measures to minimize the negative effects of uncertainties on a project, program, or business. Here are the 5 key steps and components of risk management in a consequence order, for instance, Risk Identification, Risk Analysis, Risk Assessment, Risk Response Planning, and Risk Monitoring and Control.

Firstly, Risk Identification is the first step to identify potential risks that could affect the project or organization. This involves brainstorming, documentation reviews, historical data analysis, and input from stakeholders. Risks can be internal or external and may include financial risks, operational risks, strategic risks, compliance risks, and more.

Second step is the Risk Analysis and once risks are identified, they need to be analyzed to understand their potential impact and likelihood. This involves assessing the severity of the consequences if the risk occurs and the probability of it happening. Qualitative and quantitative analysis techniques may be used.

Third step is the Risk Assessment and after analysis, risks are assessed to prioritize them based on their significance. This step helps in determining which risks require immediate attention and resources. Risks are often categorized as high, medium, or low priority.

Fourthly, Risk Response Planning is based on the assessment to make a plan accordingly which is developed to respond to the identified risks.

Last step is the Risk Monitoring and Control and the risk management process is ongoing and requires continuous monitoring. This involves tracking identified risks, assessing their status, and implementing the risk response plans. Additionally, new risks may emerge, requiring a reassessment of the risk landscape.

Effective communication is crucial in risk management. Stakeholders need to be informed about the identified risks, the organization's response plans, and the status of risk mitigation efforts. Regular reporting ensures that everyone is aware of the risk landscape.

All aspects of the risk management process should be well-documented. This includes the identification of risks, analyses, assessments, response plans, and monitoring activities. Documentation provides a historical record and facilitates organizational learning.

Effective risk management contributes to the overall success and resilience of an organization by helping it anticipate, prepare for, and respond to uncertainties. It is a vital component of strategic planning and project management.

In terms of this variables as Risk Management, plenty of articles are addressing the impact of this variables toward performance. (Boehm 1991, Miller 1992, Froot 1993, Tufano 1996, Rasmussen 1997, Diebold 1998, Leland 1998, Juttner 2003, Uta Juttner 2005, Manuj 2008, Sharfman 2008, Godfrey 2009, Tang 2011, Ho 2015, Aven 2016, Lewis 2016) and the next step for the author is to research the impact of this variable by reviewing more literature.

2.2.4 Information System (IS)

Technology can significantly improve project performance across various industries and sectors.

Incorporating the right technological solutions can streamline processes, enhance communication, and enable better decision-making, ultimately contributing to improved project performance, increased efficiency, and reduced risks. However, it's essential to choose and implement technologies that align with the specific needs and goals of the project and the organization.

Related article will be introduced for example, Delone 1992, Nobeoka 1997, Roper 1997, Klein 1999, Bhattacherjee 2001, Hevner 2004, Ahram 2017. And their research shows the Information system as innovation consideration positively impact the performance. Following this path, the author will stuy the impact of this variable as well.

2.2.5 Growth Strategy (GS)

Leadership and growth strategy are critical aspects of any organization's success. Leadership involves guiding and influencing a group of individuals to achieve common goals,

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while growth strategy pertains to the planned and deliberate actions an organization takes to expand its operations, market share, and overall influence.

A growth strategy outlines how an organization intends to expand its operations, customer base, and market presence. A successful growth strategy requires aligning the chosen approach with the organization's strengths, resources, and market opportunities. Effective leadership plays a vital role in driving and implementing growth strategies, as leaders guide teams through the challenges and changes that accompany expansion.

The growth strategy is one of the most important topic of the Research-Based View theory and many articles was paid attention to this topic, for example, Feeser 1990, Galliers 1991, Mcdougall 1994, Smallbone 1995. Same more efforts will be utilized by the author to study the importance of this variable as mediator.

2.2.6 Construction Project Performance

Last concept is the Project Performance. Project performance refers to the evaluation of a project's success or effectiveness in achieving its objectives and delivering the desired outcomes within the specified constraints of time, budget, scope, and quality. Assessing project performance is a critical aspect of project management as it helps project managers, stakeholders, and organizations determine whether a project is on track, meeting expectations, and delivering value and some key points are worthy of study.

Project performance assessments are typically conducted at various stages of the project lifecycle, including initiation, planning, execution, and closure. Regular monitoring and reporting allow project managers and stakeholders to make informed decisions, take corrective actions, and improve project performance throughout its duration. Ultimately, the goal of evaluating project performance is to ensure that the project delivers the intended value, meets stakeholder expectations, and contributes positively to the organization's goals.

To sum up, 2 indicators such as construction period and margin will be introduced for results of the Construction Project Performance (CPP) and the points from Table nine has been abstracted from the papers for example, Dainty 2004, Enshassi 2009, Hirst2004, Yetton2000.

2.2. Research Framework & Hypothesis Establishment

After briefing the 4 variables such as Transformational Leadership (TL), Organizational Virtuousness (OV), Risk Management (RM), and Information System (IS), then the next step to develop the research model to interpret the impact of the 4 variables to the Construction Project Performance (CPP). By consideration of the Growth Strategy (GS) as the mediator, there will be 7 sets of hypotheses will be establish with the details in below. (Subject is the local SME).

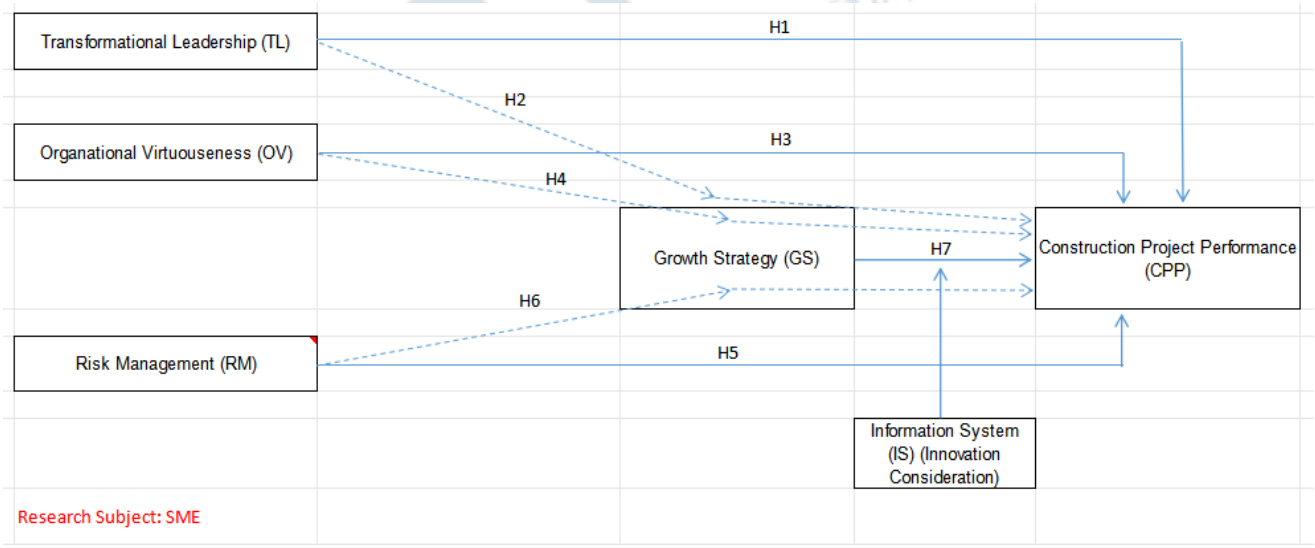

Fig.3 Research Model and Hypothesis Establishment

H1: Transformational Leadership (TL) will impact the Construction Project Performance (CPP);

H2:Transformational Leadership (TL) will impact the Construction Project Performance (CPP) via Growth Strategy (GS);

H3: Organizational Virtuousness (OV) will impact the Construction Project Performance (CPP);

H4: Organizational Virtuousness (OV) will impact the Construction Project Performance (CPP) via Growth Strategy (GS);

H5: Risk Management (RM) will impact the Construction Project Performance (CPP);

H6: Risk Management (RM) will impact the Construction Project Performance (CPP) via Growth Strategy (GS);

H7: Information System (IS) as Innovation Consideration will impact the Construction Project Performance (CPP);

The Hypothesis will use the mathematical model SEM-PLS (Structure Equation Modeling - Partial Least Moderator) to analysis the impact percentage. Substantial questionnaire will be applied and the quantity will be 200 to

300 sets questionnaire facing to the top management position like project manager, senior project manager and project director.

III. CONCLUSION AND FUTURE RESEARCH AGENDA

Actually the questionnaire for the field data collection are still under design stage and the author will share the design and results after survey was done.

To create an effective questionnaire, it's essential to have a clear understanding of the topic or information which wants to gather and the target audience to survey. Next stage needs the author to design an effective questionnaire for more than 300 top managers in the construction companies.

In conclusion, Transformational Leadership (TL) - H1 can have a profound impact on Construction Project Performance (CPP) by fostering motivation, collaboration, innovation, and adaptability among team members. The approach aligns well with modern project management practices that emphasize not just the technical aspects of project execution, but also the human and motivational factors that contribute to successful outcomes. This result is currently based on the empirical literature review and the quantity survey data was under investigation.

Likewise, H2, H3, H4, H5, H6 and H7 is still in the procedure of the stage of the quantity survey data collection, which will be updated in the next article.

From the current conclusion, it is very important for the company to improve the top manager's transformation leadership which can guide the company to grow up and expand marketing share.

The limitations of this paper is the research subject is solely focused on the construction projects conducted by the private companies rather than government companies which will be more complicated due to some politics issue involved.

What's more, due to the time frame, only 4 variables and 7 hypotheses were introduced for study. In future, the researchers can expand this research in a more dimensions in terms of the variables and hypotheses.

By referring the current limitation, one new additional variable like politics influence can be considered into this research, so the companies can be expanded from construction projects under private companies to under private companies and government as well.

Even though this paper has its own limitation, the results are still valuable for the company how to utilize the Transformational Leader (TL) to increase the Construction Project Performance (CPP). Due to the similar attributes between the construction projects and infrastructure projects, the research findings can be referred from the construction project performance to the infrastructure projects performance.

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