

THE LEADERSHIP ROLE OF PROJECT MANAGERS IN DETERMINING THE SUCCESSFULNESS OF A GREEN BUILDING PROJECT IN PAKISTAN

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Original Article

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Abstract

In recent years, green construction has become increasingly essential in the country's construction industry. Leadership is critical to the success of any project, particularly GBC projects. The goal of this research is to look into the relationship between GBC projects and project managers' leadership styles. The study focuses on two aspects of project managers' leadership behaviors: task-oriented leadership and relationship-oriented leadership. Furthermore, the role of leadership competence in mediating the relationship between leadership behavior and GBC project performance is studied. This study tries to define project managers' leadership and styles in green building projects in Pakistan. A questionnaire survey was used to identify 13 leadership traits, including the desire for job success and efficiency. Two groups can be established out of these 13 project leadership attributes based on the Direction and task-oriented leadership, as well as the relationship-based leadership. Within extant literature, most of the research on project-based organizations is related to construction and engineering. As in Pakistan, the construction industry is emerging and there is a scarcity of research on its different dimensions in which leadership behavior is also one of the dimensions in the industry. The findings revealed that project managers' task-oriented leaderships receive greater attention, whereas their relationships with their subordinates are frequently disregarded. This study will provide project managers and scholars working on green building projects with a better knowledge of project management leadership and styles. The current research which investigates the effect of leadership behaviors of project managers on the success of GBC projects and leadership competence is taken as a mediator variable will be an important contribution.

Keywords: Project manager, Project success, Task-oriented Leadership, Relationship-oriented Leadership, Green Building

Introduction

As referenced by (Peidong et al, 2018), Global climate change, caused by greenhouse gas concentrations, continues to be the greatest environmental problem for human growth in recent years (Huang et al. 2015; Zuo et al. 2013; Wu et al. 2014a). Building and renovation contribute to higher greenhouse gas emissions (Wu et al. 2014b; Zuo et al. 2015). According to the World Green Building Council, buildings account for one-third of global greenhouse gas emissions, making them an important and cost-effective way to minimize emissions. This has fueled a global need for green construction. In contrast to conventional buildings, a green building is an environmentally, economically, and productively effective, carefully designed, constructed, and operated structure, according to the (USGBC 2007). To put it another way, green buildings are designed and built to use less energy and materials than conventional structures, to reduce environmental impacts (Yodel son

2008). Given its global environmental importance, Singapore has turned its focus to making sustainable development a national priority (Hwang et al. 2015c). It has been recognized as a benchmark in the construction and engineering industries for its up-to-date and successful green policies and initiatives (World GBC 2013). Green infrastructure reduces solid waste production by 70%, water consumption by 40%, and carbon dioxide emissions by 39% in the construction industry (Aslam et al., 2012). Unfortunately, in terms of its various social benefits, the green building solution faces many market barriers in Pakistan.

Problem Statement

Many previous studies of leadership behavior were based on traditional architecture and construction projects, with few studies focusing on green projects. As the number of projects grows significantly, it is important to be environmentally friendly and identify appropriate leadership actions for project managers to help ensure the smooth progress and success of the project.

Construction Industry of Pakistan

The CI is a significant part of the economy and has different linkages with different divisions. The business contributes essentially to the financial turn of events and employment; there is an accord on certain regular issues that plague the CI in developing countries. The CI is contributing an imperative part to the economic growth, and it contributes 2.5% to Pakistan's GDP (Economic Survey of Pakistan, 2019-20). Because of its future and reverse effects, CI is driving economic growth and connections to other economic sectors. Pakistan is a developing country that is right now appreciating moderately solid development in CI exercises (Farooqui et al., 2008).

CI deals with the economic activities of buildings, and land improvements of an engineering nature, aimed at the development, reconstruction, repair, or extension of the fixed assets. This sector affects about 40 industries in building materials, fosters investment, and helps to reduce poverty by generating income for the poor household (Oladinrin et al., 2012). This sector employs 8 % of the total workforce and is also indirectly affiliated with 16 % of the total jobs, as the construction sector has direct relations with over 40 allied industries such as the electrical, steel, and iron industries, wood products, and cement industries. In the current situation, Pakistan CI is the main weapon in generating employment for skilled as well as the non-skilled person (Economic Survey of Pakistan, 2019-20).

Leadership Behavior

The soul of organizational leadership is to inspire and promote discrete and group exertions to achieve mutual goals. Leader behaviors that make studies very convenient for scheming studies and articulating concepts. The groupings of must are noticeable, discrete, quantifiable, and not associated with different types of leaders. The leader behavior classification must be comprehensive and concise. Thousands of trainings on leader behaviors and their possessions have been directed during the last centuries, but the confusing structures of the various behaviors used in this study are to compare and integrate the results. Behavioral classifications that guide past studies are included, and there are considerable transformations in the number of s and the types of conduct. Leadership behaviors directly related to urging change and promoting promotion have not received abundant responsiveness in prompt headship examination.

1. Task-Oriented Behaviors

As mentioned above, the main purpose of task-oriented behavior is to ensure that people, equipment, and other resources are used efficiently to carry out the missions of a group or organization. The actions of specific components include clarifying unit of work activity plans and configurations, roles, and goals, monitoring unit of work operations, and resolving operational issues.

2. Relations-Oriented Behaviors

Leaders use relationship-oriented behaviors to strengthen the abilities of members, the leader-member relationship, their identity with a work unit or organization, and their commitment to the mission. The behavior of certain components includes support, development, awareness, and authorization.

3. Leadership Competence

The leadership behavior that is accountable for superior performance is referred to as leadership competency. Better leadership is promoted by focusing on leadership and skills development. However, any specialized position in any organization necessitates the acquisition of skills and expertise to complete the assigned tasks. Based on the leadership positions, the competency-based approach can be utilized to allow the organization to select specific competencies needed for the specific position. The Center for Creative Leadership has developed a set of competencies that must be present in any organization. They have classified them as having the ability to lead the organization, leading themselves, and leading others within the organization.

4. Project Success

Among the research work done on project success the most common and concise definition literature has been “the set of principles or standards by which favorable outcomes can be completed within a set specification” Chan, Albert (2001). According to the Project Management Institute (PMI), the project success is marked by satisfaction level and meeting the expectations of the stakeholders as well as confining to the project quality, scope, time, and cost (PMI, 2008). Under the umbrella of project management, project success and project performance must be considered separate entities. Project success is measured after the completion of the project while project performance is to be measured in the development phase (Cooke-Davies, 2002). Ika (2015) indicates that while the 'iron triangle' dominated the concept of project efficiency metrics (i.e., cost, time, and quality) from the 1960s to 1980s, many other parameters were more recently adopted. These include corporate advantages, end-user loyalty, advantages for partners, advantages for team staff, strategic priorities for organizations, and market success.

Most ventures are conceived with a commerce viewpoint in intellect, and frequently with an objective which is centered on way better comes about and organizational execution that is more benefit, extra development, and progressed showcase position. In any case, when venture supervisors and venture groups are locked in in a day-to-day extended execution, they are ordinarily not centering on the trade viewpoints. Their consideration or maybe is operational and their attitude is on “getting the work done”. This attitude may help wrap up the work proficiently by not sitting around idly and cash, however it may lead to disillusioning trade comes about and indeed disappointment when the work was not done viably. Most extended directors see their work as effectively completed when they wrap up the extension on time, inside a budget, and to details. And in a few cases, extended directors would include when the result satisfies the customer. In this thing, we'll utilize research.

The criteria that we would be using include Efficiency/ Time, Budget, Outcome/ Impact, End-user use/ Effectiveness, Satisfaction, and Sustainability.

Research Framework and Hypothesis Development:

I. Task-oriented Leadership and GBC Project Success

Investigate appears that assignment situated administration contains a critical impact on GBC venture victory, especially extended proficiency (Anantatmula, 2010; Yang et al., 2010). In venture situations, be that as it may, authority work remains moderately exceptional (Turner and Müller, 2005), and transformative leadership can unexpectedly work in extended organizers than within the setting of

changeless organizations (Keegan and Cave Hartog, 2004). A venture chief, must consider and address people's needs, get what pushes individuals, and bolster their interface whereas actualizing the project's targets. Moreover, he or she must be mindful of his or her possess shortcomings and capacities in arrange to create the correct choices when managing clashes. It is found that authority competence was unequivocally related to errand arranged administration, with the most noteworthy relationship between uplifting inspiration (transformational authority component) and enthusiastic insights (Barling et al., 2000).

Hypothesis 1: Task-oriented leadership and GBC project success have a positive relationship.

II. Relationship-oriented Leadership and GBC Project Success

Investigate appears that relationship arranged authority contains a noteworthy impact on GBC extended victory, especially extend productivity (Anantatmula, 2010; Yang et al., 2010). In venture situations, in any case, administration work remains moderately unprecedented (Turner and Müller, 2005), and relationship arranged leadership can unexpectedly work in venture organizers than within the setting of changeless organizations (Keegan and Cave Hartog, 2004). The venture manager's authority part isn't receptive, but maybe a proactive one. Müller, Geraldi, and Turner (2012) demonstrated that to any extent, the venture manager's part as a pioneer instead of a chief is the fundamental soft-success calculation. To coordinate their subordinates, extended directors require the fundamental skills, which make it simpler for specialists to attain extended objectives (Samáková, Sujanová, & Koltnerová, 2013)

Hypothesis 2: Relationship-oriented leadership and GBC project success have a positive relationship.

III. Task-oriented Leadership and Leadership competence

McDonough (2000) presents four focuses that illustrate the persuasive part of the extended manager's administration fashion in authority behavior exercises. To begin with, effective venture authority is required to depict assignment limits for the group and empower the members to work inside those limits. Moment, venture pioneers ought to illustrate transformative administration wherein group individuals are given the flexibility to find, analyze, and make their claim choices around the strategies to be utilized, the issues to be overcome, and the errands to be carried out. A project manager's task-oriented leadership activities can also allow a project manager's leadership competence to perform beyond its expectations across classical leadership competence strategies such as goal-setting, role-clarification, effective interactions, and problem-solving techniques (Klein et al., 2009). The above arguments thus form the basis for this study's second research hypothesis, which can be stated as follows:

Hypothesis 3: Task-oriented leadership and leadership competence have a positive relationship.

IV. Relationship oriented Leadership and Leadership competence

(Burke et al., 2006) presents four focuses that illustrate the powerful part of the venture manager's administration fashion in administration behavior exercises. To begin with, fruitfully extended administration is required to portray errand limits for the group and empower the members to work inside those limits. Moment, venture pioneers ought to illustrate transformative authority wherein group individuals are given the flexibility to find, analyze, and make them possess choices approximately the strategies to be utilized. An extended manager's relationship situated authority exercises can permit an extended director authority competence to perform past its desires over classical administration competence techniques such as goal setting, role-clarification, successful intuitive and problem-solving strategies (Klein et al., 2009). The net result is that committed solid extended directors are reliably persuaded to achieve objectives by making group unity with unmistakable eagerness instead of concentrating on personal commitments (Burke et al., 2006;

Sohmen, 2013). The over contentions hence shape the premise for this study's moment investigate speculation, which can be expressed as takes after:

Hypothesis 4: Relationship-oriented leadership and leadership competence have a positive relationship.

V. Leadership Competence and GBC Project Success

"Leadership competence" (LC) is the capacity to screen one's possessed and others' sentiments and feelings, to separate among them and to utilize this information to direct one's considering and actions" (Salovey & Mayer, 1990, p. 189). In the field of venture administration, Mount (2006) measured the capacities connected to the venture supervisors' victory in 74 universal petroleum enterprises and start that of all the aptitudes and capacities that contributed to the victory of venture directors, 69% were the Enthusiastic capabilities (self-confidence, impact, cooperation, coordination, and accomplishment introduction); 31% were the trade skill. Whereas there was none within the zone of cognitive aptitudes, such as conceptual or expository considering? Turner and Lloyd-Walker (2008) expressed that LC capabilities altogether contribute to venture victory. Analysts expected that passionate insights exercises would influence venture execution, but in past inquiries, this effect was not measured by conflicting conceptualization and estimation. For case, later meta-analytical thinks about recommend that passionate insights include a major effect on group extend victory (Klein et al., 2009), which may conceivably moreover be expanded to extend circumstances. In this research, the third hypothesis is based on this, and can be described as follows:

Hypothesis 5: Leadership competence and GBC Project success have a positive association.

VI. The Mediating Role of Leadership Competence

Leadership behaviors include the development of structured processes within the project manager to facilitate two-way collaboration and exchange of information (Piccolo and Colquitt, 2006). This will impact the progress of the project. Yang et al. (2010) also points out that leadership behaviors can achieve project success by exploiting the advantages of managers through leadership competence. As suggested by Eisenbeiss et al. (2008), the success of the project arises if project managers agree to project goals and approaches to task completion and set high-quality targets across emotionally strong team parameters. Similarly, Braun et al. (2013) draw out the trustful relationship and cooperation needed amongst these for successful projects. In addition, task-oriented and relationship-oriented leaders may facilitate constructive collaborative relationships with the project leader and team who understand the needs of supporters (Zhu et al., 2005). In the above-mentioned discussion, we sought to create relations between managers of project leadership competence and work attitudes. We currently contend that leadership competence assists as the mediators as attitudinal to the success of a GBC project. We claim that managers of the project who are leadership competent having high satisfaction in their job are more probable to boost effective communication, the project mission clarity, and troubleshooting. Emotionally intelligent managers are more likely to know-how about their members in teams are feeling or might feel in different conditions and use this info to endorse the content and create relationships that place the foundation for trust within them (Chun et al., 2010). We suggest, therefore, these hypotheses:

Hypothesis 6: The association between task-oriented leadership and GBC Project success is mediated by leadership competence.

Hypothesis 7: The association between relationship-oriented leadership and GBC Project success is mediated by leadership competence.

VII. Conceptual Model

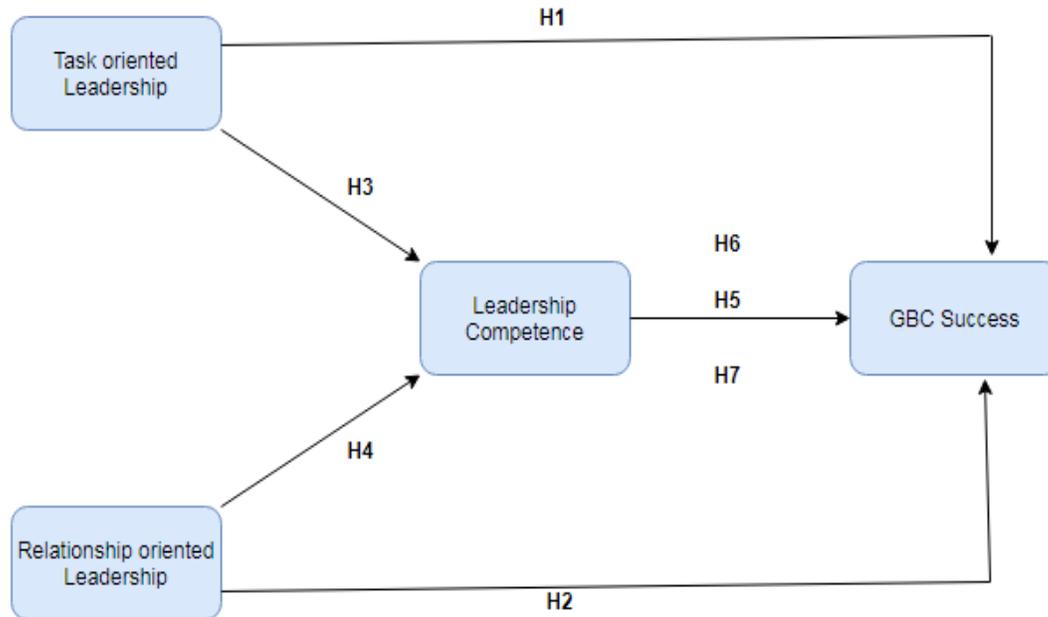


Fig. 01: Diagram illustrating the relationship between leadership conduct and the successfulness of Green Building Construction projects.

This research explores the leadership behavior and leadership competence impact on GBC project success in the construction sector of Pakistan from a mediation perspective. Two-dimension of leadership behavior which is task-oriented leadership and relationship-oriented leadership are taken and leadership competence is taken which also play a mediation part which mediates the relationship between leadership behavior and GBC project success. Warren Buffet who is one of the top five successful businesspeople concluded that in the success of the organization as well as in project success leadership behavior is an important factor that should be kept in mind (Childress, 2013).

Data and Methodology

This chapter particularly explains the methods used in this study for the collection of the data and contains sections including the nature of the research, nature of the analysis, population, sample size, sampling strategy, and data collection in detail form. This section provides overall plans, schemes, and structures which will help the researcher answers the research question which is raised. This section is about answering the questions like how the research was executed how the research was completed, and how information was gathered. So, therefore, it includes the procedure used while collecting data, and the procedure used while analysis of data.

Population, Sample, and Unit of Analysis

The 'Unit of analysis' for this study is the construction firms of Pakistan that are registered with the Pakistan Engineering Council as this study aims to investigate the effects of leadership behaviors which have two dimensions on project GBC's success in the construction sector of Pakistan and further investigate the leadership competence as a mediator variable which interaction on the relationship between leadership behavior and project success is investigated. Thus, the unit of analysis for the current study is the managers, Project managers, Admin officers, planning engineers,

structural engineers, and consultants of the construction organizations of Pakistan. For this specific study, preferred firms were from all the cities of Pakistan and their required data was collected through the Pakistan Engineering Council website. The total number of registered entities is 30,720, making data collection challenging. To address this issue, organizational clusters are formed at the provincial level and proceed to the divisional level. According to the studies there are two primary criteria for calculating sample size. One criterion is based on a statistical technique (Hair et al., 2011; Mitchell, 1998; Schumacker and Lomax, 2004), while the other is based on the whole population (Sekaran, 2003). The formula developed by Krejcie and Morgen (1970) is used in this study. A total of 267 questions, including managerial questions, were completed. This study's finished data sample is based on 248 valid responses from managers.

Project Questionnaire Design & Data Analysis

This study relied on a questionnaire designed by Xianbo Zhao (2016). After the collection of data through a questionnaire. The regression technique was applied to deduce results. SPSS 21 is used as econometrics software. For the testing of these Hypotheses, we utilize the element "GBC project success" as the dependent variable and other elements "task-oriented leadership" and "relationship-oriented leadership" as independent variables. Leadership competence is taken as a mediator variable.

Results

The analysis is presented for the variables on a sampled set of data regarding the relationship between leadership behaviors, leadership competence, and green building project success in the construction sector of Pakistan. Primary data is used which is collected through Google forms from PEC registered construction managers, Project managers, Admin officers, planning engineers, structural engineers, and consultants are the target population. This chapter consists of data summarization, a statistical method that shows the center of data, and data summarization. The statistical package, SPSS is used for conducting regression analysis including descriptive statistics, and correlation.

- **Descriptive Statistics**

The summary of Descriptive Statistics of the dependent and independent variable are given in Table 1. Among all the variables leadership competence showed the highest consistency when compared with the rest of the variables. The Mean score is $M=4.16$ which shows the tendency of responses and the Standard deviation $SD=.404$ which shows the variation in the data with the minimum value of $Min=3.2$ and maximum value of $Max=5$. Relationship-oriented leadership which acts as an independent variable has the second-highest consistency of having a mean value of $M=4.97$ and a Standard deviation $SD=.708$ with a minimum value of $min=2.3$ and maximum $Max=5$.

Variables	Observation	Mean	SD	Min	Max
Leadership competence	248	4.16	.404	3.2	5
Relationship oriented leadership	248	3.97	.708	2.3	5
GBC project success	248	3.82	.425	1.2	4.9
Task oriented leadership	248	3.68	.424	2.6	4.8

Table 1: Descriptive statistics

Other variables namely, Task-oriented leadership and green building project success also showed acceptable reliability. The green building project success variable of mean $M=3.82$ and Standard Deviation $SD=.425$ demonstrated acceptable reliability with a minimum value of $min=1.2$ and a

maximum value of $\alpha = 4.9$. The task-oriented leadership variable of mean $M = 3.68$ and Standard $SD = .424$ demonstrated acceptable reliability.

Variable	Cronbach's Alpha Value
GBC project success	0.81
Leadership competence	0.79
Task-oriented leadership	0.74
Relationship oriented leadership	0.69

Table 2: Cronbach's Alpha Value

Regression Analysis

Regression analysis is used because of the relationship and due to two-level of the testing process is needed to test our hypothesis. The first level is to test for the main effects to check that whatever the dimension of leadership behavior which we have taken is affecting our dependent variable which is green building project success and in the second step hierarchical regression model is conducted to check whether leadership competence mediates the relationship between the dimension of leadership behavior and green building project success in the construction sector of Pakistan.

▪ Task-oriented Leadership and GBC Project Success

Table 4 shows the result of the direct relationship between task-oriented leadership and GBC project success of regression analysis which indicates that those project managers who are more task-oriented have a higher chance of success in green building projects.

Variable	Coefficient	t-value	P> t
Constant	3.448	18.551	0.000
Task-oriented leadership	.131	2.077	0.039
Dependent variable: GBC Project Success			
R squared	0.017		
Adj R squared	0.013		

Table 3: Regression analysis of TOL and GBC success

The adjusted R square (0.013) shows the fitness of the model. The value shows that variations occur in the dependent variable which is GBC project success due to the independent variable which is task-oriented leadership. Task-oriented leadership explains 1.3% of the variability of the GBC project success.

Variable	Coefficient	t-value	P> t
Constant	3.529	22.974	0.000
Relationship oriented leadership	0.126	1.989	0.048
Dependent variable: GBC Project Success			
R squared	0.016		
Adj R squared	0.012		

Table 4: Regression analysis of ROL and GBC success

The table 4 indicates that there is a positive and significant relationship between task-oriented leadership and GBC project success in the construction sector as the T value is greater than 2 which is $t = 2.077$. The results are in line with the previous study by Xianbo Zhao (2016). As per (Xianbo Zhao 2016) there is a positive and significant relationship between task-oriented leadership and GBC project success. They further say that project manager who believes in task-oriented leadership behavior and is goal-directed have a higher chance of success in GBC projects. Additionally, Ahadziet al. (2008) found in research that when the leader is task-oriented the chances of success of a project are enhanced. Faisal Alshammari et al. (2020) also found that there are more chances of the green building project success if the leader and managers are more task oriented.

▪ Relationship-oriented Leadership and GBC Project Success

Table 5 shows the result of the direct relationship between relationship-oriented leadership and green building project success of regression analysis which indicates that those project managers who are more relationship-oriented have a higher chance of success in green building projects.

Relationship-oriented leadership has been found positive and highly significant with green building construction project success in the construction sector as its T value is greater than 2 which is $t=3.592$. The adjusted R square (0.012) shows the variations occur in the dependent variable which is green building construction project success due to the independent variable which is relationship-oriented leadership and the R-squared value which is $R\text{-squared} = 0.016$ shows that 16% of the variance in green building construction project success can be predicted by the relationship-oriented leadership variable.

▪ Task-oriented Leadership and Leadership Competence

Task-oriented leadership was found to be minor and significantly positively correlated with leadership competence.

Variable	Coefficient	t-value	P> t
Constant	3.788	19.286	0.000
Task oriented Leadership	0.123	1.939	0.054
Dependent variable: Leadership competence			
R-squared	0.015		
Adj R- squared	0.011		

Table 5: Regression analysis of TOL and LC

The adjusted R square (0.011) value shows the fitness and the variations that occur by leadership competence in task-oriented leadership behavior. As the T value is $t=1.939$ as shown in table 6 which means that leadership competence affects positively on task-oriented leadership behavior.

▪ Relationship-oriented Leadership and Leadership Competence

Relationship-oriented leadership was found to be positively and significantly correlated with leadership competence.

Variable	Coefficient	t-value	P> t
Constant	3.433	24.652	0.000
Relationship oriented leadership	.322	5.339	0.000
Dependent variable: Leadership Competence			
R squared	0.104		
Adj R squared	0.100		

Table 6: Regression analysis of ROL and LC

Relationship-oriented leadership is found positive and significant in leadership competence as its t value is 5.339 and probability is 0.000 as shown in above table 7. Leadership in the organization provides an incentive to their employee to work on new ideas but not as much as needed. Most founders give direction and introduce strategies in the organization. Leadership is the most important factor which directly affects the overall organization's performance. When the leaders have the ability and tolerance for risk-taking then the employee works bravely.

▪ Leadership Competence and GBC Project Success

Leadership competence is found to be positively and significantly correlated with GBC project success as the T value is $t=3.404$ as shown in table 8 and probability is 0.001 which shows a strong relation between them.

Variable	Coefficient	t-value	P> t
Constant	2.900	10.568	0.000
Leadership Competence	.212	3.404	0.001
Dependent variable: GBC Project success			
R squared	0.045		
Adj. R squared	0.041		

Table 7: Regression analysis of LC and GBC

The r square whose value is 0.045 shows the variation that occurs by the independent variable which in this case is leadership competence in the dependent variable which is green.

▪ **Regression result of task-oriented leadership and GBC project success while leadership competence as mediator:**

The result as shown in table 9 shows that leadership competence mediates the relationship between task-oriented leadership and GBC project success which t value is greater than 2. The r squared value (0.047) shows the fitness and variance of the model. There is no increase or decrease in the relationship between task-oriented leadership and GBC project success when leadership competence increases or decreases.

Variable	Coefficient	t-value	P> t
Constant	2.740	7.533	0.000
Task oriented leadership	.182	2.041	0.042
Leadership competence	.305	3.418	0.001
Dependent variable: GBC project success			
R squared	0 .047		
Adj R squared	0 .039		

Table 8: Regression analysis of TOL and GBC success where LC as a mediator

Task-oriented leadership which also has leadership competence increases the success of GBC projects. Goleman (2001) speculated that leadership competence decides 80% of a man's life success. If project managers have good leadership competence, their team member's performance likewise tends to be superior. Sy et al., (2006) found that a manager's leadership competence had a more positive effect on the work fulfillment of representatives. Leadership competence as a social capability and concentrated the impact in administration; they found that extraordinary leadership competence might add to further created abilities in flexibility, correspondence, and comprehension. They discovered the high state of team members' leadership competence level might lower the impact of disagreeable emotions on the turnover aim, which was helpful to GBC project success.

▪ **Regression result of task-oriented leadership and GBC project success while leadership competence as mediator:**

The result as shown in table 10 shows that leadership competence mediates the relationship between relationship-oriented leadership and GBC project success which t value is greater than 2. The r squared value (0.049) shows the fitness and variance of the model. There is no increase or decrease in the relationship between relationship-oriented leadership and GBC project success when leadership competence increases or decreases.

Variable	Coefficient	t-value	P> t
Constant	2.837	10.065	0.000
Relationship oriented leadership	.271	1.98	0.004
Leadership competence	.436	2.908	0.004
Dependent variable: GBC project success			
R squared	0 .049		
Adj R squared	0 .041		

Table 9: Regression analysis of ROL and GBC success where LC as a mediator

Relationship-oriented leadership which also has leadership competence increases the success of GBC projects. Goleman (2001) speculated that leadership competence decides 80% of man's life success. If project managers have good leadership competence, their team member's performance likewise tends to be superior. Sy et al., (2006) found that a manager's leadership competence had a more positive effect on the work fulfillment of representatives

Discussion

The display thinks about was outlined to look at the association between administration behaviors and GBC extend victory through the intervention part of administration competence. We found a relationship between the administration behaviors of an extended chief and the green building development extends victory. This finding shows that the extended manager's administration behavior is basic to the victory of a green building development venture. An assignment situated extend director, in the essence, persuades and rouses group individuals toward an all-encompassing see of venture victory, which is characterized by "efficiency, viability, and partner satisfaction". A relationship situated extend chief, in quintessence, persuades and rouses group individuals toward an all-encompassing see of extending victory, which is characterized by "efficiency, viability, and partner satisfaction". This conclusion reacts to the request made by Turner and Müller (2005), who expressed that the venture administration writing has not paid sufficient consideration to the part of extending managers' administration behaviors. We moreover found that administration competence is associated to venture victory. This conclusion backs up Klein et al meta-analysis (2009). Our findings also imply that a combination of leadership competencies, such as project goal setting, role clarity, interpersonal relationships, and problem-solving, results in a highly empowered and committed project team. Organizations and venture directors are more likely to extend group members' mindfulness of venture objectives, parts and obligations, interpersonal communication, and problem-solving capacities through these traditional team-building approaches, which can influence venture victory. Moment, and likely more critically, we demonstrated that administration competence significantly intervenes in the affiliation between errand situated and relationship situated authority and GBC venture victory. Usually, the primary study to characterize authority competence as an interceding figure within the relationship between assignment and relationship situated authority and GBC extend success. As a result, we have contributed to continuous inquiry into how authority behaviors impact and extend success. This investigation infers that project managers that illustrate relationship-oriented leadership behavior are more likely to cultivate authority competencies within the extended environment, which can help in extending success. These approaches incorporate venture accomplishment, objective introduction, socially intelligent, and problem-solving approaches, all of which energize and rouse a venture group to attain the project's victory.

Conclusions

A project manager must have a thorough awareness of the aspects that can influence the success of green project implementation. While considering Green Building Projects in Pakistan, this study found evidence of both task-oriented and relationship-oriented leadership having close direct and indirect influences on project success. It has also been discovered that when examining GBC projects in the context of development projects, competency plays a key and mediating role between the two leadership styles. Previous research investigations have indicated that project-oriented organizations must nurture project manager leadership attitudes through selection and leadership development programs (Braun et al, 2013; Eisenbeiss et al., 2008; Lee etcetera, 2010). As a result, a productive project environment will emerge, with practices such as project goals, understanding of the roles, interpersonal communication, and problem-solving techniques to address team-building practices. More research into project teams and successful initiatives are expected because of our findings.

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