

Effective Management of Construction Project Team: Identifying Leadership Qualities and Responsibilities

Tawfig Khidir Ibnouf Adham (Ph.D.)^{1*}, Dr. Amr Sukkar (PhD, M Phil, MBA)²

¹Program Project Management, LIGS University

²Adjunct Professor, Eslsca University

DOI: [10.36347/sjebm.2024.v1i102.003](https://doi.org/10.36347/sjebm.2024.v1i102.003)

| Received: 06.01.2024 | Accepted: 16.02.2024 | Published: 19.02.2024

*Corresponding author: Tawfig Khidir Ibnouf Adham
Program Project Management, LIGS University

Abstract

Original Research Article

Leadership within construction project teams is a critical aspect of effective project management, yet a comprehensive understanding of essential leadership qualities and responsibilities remains elusive in academic discourse. This research addresses this gap by identifying key leadership characteristics crucial for the efficient management of construction teams. The study objectives include exploring essential leadership characteristics and filling the gap in the leadership literature specific to the construction industry. This study employed a qualitative data collection and analysis approach involving in-depth interviews with nine seasoned professionals from diverse construction-related roles and organizations. The findings reveal that emotional intelligence and relationship building are paramount for creating a collaborative and innovative work environment. Empowerment and inclusivity foster team initiative and diversity, although caution is warranted to mitigate potential negative impacts on role stress and unethical behavior. Recognition and appreciation of team contributions contribute to morale and motivation, while continuous learning encourages adaptability and growth. Precise goal setting and efficient communication are foundational for focused and responsive team dynamics, while delegation and trust-building strategies promote collaboration and cohesion. Finally, prioritizing employee well-being ensures a positive and healthy work environment conducive to sustained engagement. The study contributes valuable insights into leadership characteristics vital for constructing teams' optimal functioning and management. The multifaceted nature of construction project management is highlighted, emphasizing the need for leaders to possess a diverse skill set to navigate the complexities of team dynamics in the construction industry. The findings provide actionable knowledge for practitioners and scholars, fostering a more holistic comprehension of effective leadership in construction project management.

Keywords: Collaboration, Communication, Construction, Diversity, Emotional intelligence, Empowerment, Inclusivity, Leadership, Management, Well-being.

Copyright © 2024 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

The landscape of construction projects is inherently complex, shaped by various factors such as “project size, scope, environmental variables, and the involvement of numerous stakeholders. The success of such projects, particularly in meeting cost, time, and quality constraints, often hinges on the effectiveness and proficiency of the project manager. Hence, the personal qualities possessed by the project manager play a pivotal role in steering the project towards success.” (Kiral, 2023, p. 167)

Recognizing the significance of leadership and professional skills within the engineering domain is increasingly becoming evident (Li *et al.*, 2023, p.1).

Therefore, a competent team leader must exhibit behaviors, attitudes, and actions conducive to fostering a cohesive team and a conducive work environment, ultimately facilitating the achievement of project objectives. Also, “leaders make the strategic choices affecting the firm” (Sukkar, 2016, p. 49).

Furthermore, the intricacies involved in teamwork, establishing shared goals and principles, defining norms, nurturing relationships, and promoting collaboration present substantial challenges. These efforts are aimed at harmonizing and reconciling the diverse and at times conflicting, aspirations and interests of participants involved in collaborative projects. Consequently, the examination of leadership attributes emerges as a critical and pressing imperative.

Driven by the necessity to comprehend and harness the essential elements for proficiently managing construction teams, this study endeavors to uncover the influential traits and benchmarks for leadership that foster effective management within the construction sector. Central to this endeavor is the inquiry into the core leadership attributes indispensable for adeptly guiding and supervising construction teams. Through this inquiry, the research aims to deepen understanding of team dynamics within construction projects, ultimately facilitating the development of enhanced managerial strategies within the industry.

LITERATURE REVIEW

Team Leadership

Project team leadership and its style play a pivotal role in ensuring the effective management of projects. "The process of managing teams and ensuring their effectiveness requires the presence of the leader who can motivate and provide a vision for their subordinates" (Al-Malki & Juan, 2018, p. 40). Therefore, "team leaders should articulate a vision that inspires employees to take greater responsibility for their work. Goal clarification, specifying tasks and roles, understanding employee needs, creating a supportive atmosphere, and engaging in confidence-building practices contribute to enhanced team performance" (Gadirajurrett *et al.*, 2018, p. 8). Additionally, "leadership styles play a critical role in managing role conflicts and addressing role stressors, with mentoring functions being particularly significant" (Al-Malki & Juan, 2018, p. 57).

"Team leadership behavior is considered a critical accelerant for creating conditions that are essential to engage in team learning behavior" (Koeslag-Kreunen *et al.*, 2018, p. 475). Therefore, good leadership characteristics identified by Ivanov *et al.*, (2021) and supported by Koeslag-Kreunen *et al.*, (2018) included; soliciting cooperation, avoiding competition among team members, effective planning, generating new ideas, flexibility, accountability, and taking care of people. Thus, "Leaders directly contribute to creating conditions for team success" (Paolucci *et al.*, 2018, p. 137).

Leaders engage in complex behaviors and can exercise various leadership styles depending on the context, decision-making needs, situation, and followers (Anderson & Sun, 2017; Al Rahbi *et al.*, 2017; Al-Malki & Juan, 2018). Therefore, "researchers and practitioners must remain cautious about over-idealizing certain forms of leadership" (Horila & Siitonen, 2020, p. 580). Where "one leadership style is not the most effective in any given situation. When it comes to managing people effectively, the atmosphere and type of work environment often mean you have to "switch" your leadership style into a different gear. Good leaders can do this instinctively; they understand what needs to be done and the people they lead. Much of what dictates the leadership style in any given situation depends on a few factors such as whether the environment is stable,

conservative, or constantly changing" (Gadirajurrett *et al.*, 2018, p. 8).

Martin *et al.*, (2018) Identified shared leadership typology, personality composition, the complexity of work, and types of team performance as moderating factors that should be analyzed to enable project managers and their team members to empower and direct the team to a more significant performance outcome. The study concluded, "Shared new-genre leadership (NGL) has a stronger relationship to team performance than shared traditional leadership, suggesting that growth-oriented teams are more likely to succeed" (p. 677).

Choi *et al.*, (2017) examined transformational leadership as a vertical style and shared leadership as a distributed style. Their findings indicated that transformational leadership contributes to team output effectiveness, while shared leadership improves organizing and planning effectiveness. These findings imply that different leadership styles contribute to different aspects of team effectiveness. The authors recommended that managers collaborate with team members and consider the fit between leadership behavior and team characteristics for overall effectiveness. Paolucci *et al.*, (2018) researched the effects of transformational leadership on team effectiveness criteria, revealing positive outcomes in team viability and the quality of the group experience. Affective team commitment partially mediated the relationship between transformational leadership and the quality of the group experience.

Moreover, "Leadership can never be separated from team motivation, and effective leadership is associated with the durable motivation of team members" (Al Rahbi *et al.*, 2017, p. 4). The author argued "Major leadership styles such as transformational, transactional, authentic and servant styles influence team motivation. The transformational, authentic, and servant leadership styles are positively correlated with team motivation whereas the transactional leadership style is found to be negatively correlated." (p. 10)

Smith *et al.*, (2020) identified two clear elements of integrated team leadership for successful team integration: "person-focused leadership skills, including inspiring and motivating, walking the talk, change and motivation, consideration, empowerment, team building, and emotional intelligence, and task-focused leadership behaviors, including setting team direction, managing performance, and handling external relationships" (p. 726). Thus, "Effective team leaders should possess problem-solving, decision-making, conflict resolution, and communication capabilities and they have to ensure that the team members know the necessities for the completion of the task." (Chidambaram *et al.*, 2021, p. 6)

In conclusion, effective project team leadership involves a combination of precise goal setting, role definition, communication, conflict resolution, and fostering cooperation. Leadership styles should be adaptive to the context and the needs of the team,

considering factors such as stability, conservatism, or change. Shared leadership, transformational leadership, and a focus on team motivation contribute to overall team effectiveness and performance.

Table 1: Summary of the leadership characteristics for effective management of the project team identified from the literature:

Factors of Effective Team Management	
Leadership characteristics and styles	
a. Clear goal for the team	b. Define specific roles for team members
c. Communicate the purpose of the team	d. Managing personal conflicts
e. Foster cooperation	f. Inspiring and motivating
g. Provide vision for team	h. Clear specification of scope and tasks
i. Rewards and understanding employee needs	j. Creating a supportive atmosphere
k. Engaging in confidence-building practices	l. Creating conditions for team learning behavior
m. Walking the talk	n. Empowering and delegating
o. Team maintenance and managing performance	p. Managing external relationships

Table 1 indicates that effective team leadership in project management involves setting a clear goal to align efforts with overarching objectives. Leaders define specific roles, optimizing efficiency and reducing ambiguity. Communication is paramount, encompassing the articulation of the team's purpose and precise specification of scope and tasks. Skillful management of personal conflicts fosters a harmonious work environment, promoting cooperation among team members. Inspiration and motivation, coupled with a provided vision, significantly impact team performance, while recognizing employee needs and offering rewards contribute to a positive work environment. Leaders create a supportive atmosphere through confidence-building practices, nurturing trust for open expression. Empowering and delegating responsibilities instills accountability, and team maintenance ensures cohesion. Walking the talk reinforces leadership credibility, and creating conditions for team learning facilitates continuous improvement. Influential leaders also excel at managing external relationships, acknowledging the importance of networking beyond the immediate team, and forming a comprehensive approach for successful project management.

Study Problem, Objective, and Questions

Study Problem

The exploration of leadership within academic research has been a pervasive and widely discussed subject across diverse fields of knowledge. A notable work by Johnson *et al.*, (2023) underscores the predominant focus on leadership studies, which often delve into aspects such as “a leader's traits, attributes, power dynamics, and the choice between unidimensional and collaborative models for workforce engagement” (p. 180). However, the authors contend that despite the extensive examination of these factors, a comprehensive understanding of the holistic mechanisms underpinning effective leadership remains elusive within academic discourse.

Remarkably, an additional void exists in the scholarly exploration of leadership characteristics contributing to the effective management of construction teams, particularly from the standpoint of practitioners engaged in the construction industry. In response to this gap in the literature, the following research objectives are proposed:

Study Objective

Identify Essential Leadership Characteristics: Explore the characteristics of leadership that play a pivotal role in steering and effectively managing construction teams.

Fill the Gap in Leadership Literature

Address the dearth of research investigating leadership characteristics crucial for the efficient management of construction teams, specifically from the perspective of practitioners in the field.

Research Questions

The primary research question guiding this study is articulated as follows:

What are the Fundamental Leadership Characteristics Necessary for Steering and Managing Construction Teams Effectively?

This research endeavors to contribute valuable insights into the critical leadership attributes essential for the optimal functioning and management of construction teams, thereby advancing the understanding of leadership within the context of construction projects. Through an in-depth exploration, the study seeks to shed light on the nuanced interplay of leadership traits behaviors, and actions that resonate with the intricacies of the construction industry. In doing so, it aims to bridge existing gaps in the literature and provide actionable knowledge for practitioners and scholars alike, fostering a more holistic comprehension of effective leadership in the realm of construction project management.

RESEARCH METHODOLOGY

This investigative study utilized a dual-phase research design, as depicted in Figure 1, to delve into the subject matter.

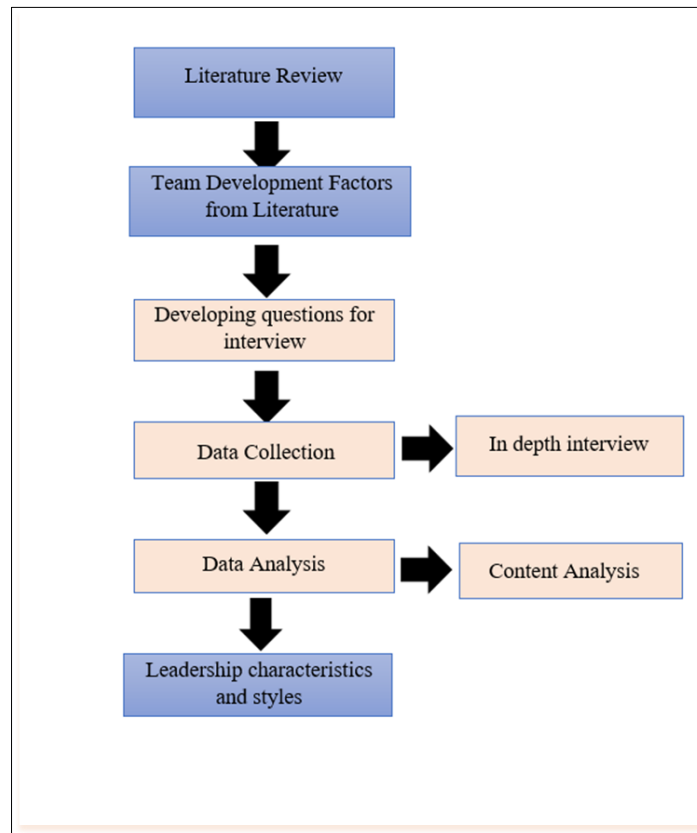


Figure 1: Research Design

The study framework applied a qualitative approach for both data collection and analysis. An extensive literature review was conducted in the initial phase, concentrating on elements that contribute to team leadership characteristics and styles. These influential leadership traits, sourced from comprehensive studies encompassing diverse team dynamics, laid the groundwork for the subsequent stage. Notably, these characteristics were not exclusively specific to construction teams but were derived from a broader array of team-related research.

Transitioning to the second phase, the research formulated inquiries designed to probe the practical aspects and components of team leadership characteristics and qualities required to manage construction project teams effectively. These inquiries were directed towards seasoned project managers and team members with a proven successful project leadership track record. The principal aim was to address the research query and discern the influential factors and criteria associated with team leaders that significantly impact the effective management of construction teams.

For the second phase, qualitative data was collected through in-depth, face-to-face interviews involving nine expert project managers and project team members. Employing a semi-structured format, the interviews facilitated a controlled yet comprehensive exploration of participants' experiences. Questions derived from insights gleaned in the literature, Appendix 1, were formulated to be clear and direct, steering clear of leading or provocative inquiries. The interviews were recorded and securely stored to ensure data integrity and preservation.

The subsequent data analysis utilized qualitative techniques, specifically content analysis employing thematic analysis methodology. This multi-stage process included initial coding, identification, and construction of broader themes and the development of overarching concepts.

In summary, this research methodologically embraced a qualitative data collection and analysis approach, enabling a profound exploration of leadership characteristics and styles that influence effective management within construction teams.

Data Collection and Analysis

In-Depth Interview: This section elucidates the outcomes and findings derived from data analysis collected from the interviews.

Interviewees Overview

Semi-structured interviews were methodically carried out with a cohort of nine seasoned professionals deeply entrenched in the construction domain. This

diverse assembly included individuals affiliated with a spectrum of organizations, spanning client firms, consultancy entities, and contractor organizations. Each participant assumed unique roles within their respective organizations, manifesting a rich and intricate history within the construction industry. Table 2 provides a comprehensive overview of the essential professional details of each participant.

Table 2: Summary of Participants' Basic Professional Information

Interviewee	Organization Type	Position	Years of Experience
Interviewee 1	Consultant	contract engineer	28
Interviewee 2	Consultant	Project Manager	25
Interviewee 3	Consultant	Contracts Manager	27
Interviewee 4	Client	Project Manager	9
Interviewee 5	Consultant	Senior Resident Engineer	46
Interviewee 6	Consultant	Resident Engineer	29
Interviewee 7	Contractor	Senior Civil Engineer	15
Interviewee 8	Consultant	Resident Engineer	30
Interviewee 9	Client	Team Leader	25
Interviewee 10	Consultant	Construction Engineer	13

Interview Results

Table 3 functions as a comprehensive repository of insights gleaned from interviews, encapsulating a diverse array of themes and sub-themes that explore the pivotal leadership qualities and characteristics essential for the efficient management of construction teams. These revelations underscore the intricate nature of fostering conditions conducive to team effectiveness, necessitating thorough consideration of

numerous critical aspects. Tackling issues and conflicts within the team, harmonizing the collective needs of the team with the individual requirements of its members, and sustaining motivation among team members emerge as formidable challenges for any leader. As a result, the establishment, cultivation, and preservation of an effective team demand ongoing dedication and a willingness to invest in the team's success.

Table 3: Summary of Themes and Sub-Themes Identified from Team Leadership Questioners

The theme of Team Leadership and Styles	Leadership Qualities and Responsibilities
Sub-themes – Team Leadership and Styles	Interviewee 1 1-The role of emotional intelligence in leadership 2- Managing emotions effectively 3- Building strong relationships with team members 4- Encouraging work-life balance for team members 5- The importance of taking breaks and vacations 6- Supporting mental and emotional well-being 7- Empowering team members to take initiative 8- Creating an inclusive and diverse team 9- Valuing each team member's contributions and ideas 10- Use positive feedback to enhance team morale 11- Recognizing and rewarding team achievements 12- Fostering a culture of appreciation 13- Providing opportunities for team members' development 14- Encouraging continuous learning and improvement 15- Supporting individual and team growth
	Interviewee 2 1- Empowering team members to take ownership 2- Encouraging self-assessment and self-correction 3- Promoting a sense of accountability within the team 4- Supporting the team 5- Be confident, inspire, and guide the team to success 6- Leveraging expertise to assist team members effectively
	Interviewee 3 1- Leading by example in a collaborative setting 2- Demonstrating empathy and understanding as a leader 3- Setting clear goals and fostering collaboration

The theme of Team Leadership and Styles	Leadership Qualities and Responsibilities
	4- Promoting technical proficiency of team members to complete tasks effectively 5- Holding team members accountable for their responsibilities 6- Providing practical solutions to address daily work issues 7- Effective planning and task assignment 8- Efficiently communicating goals and expectations 9- Encouraging on-time completion of duties and responsibilities 10- The importance of monitoring progress and outcomes 11- Follow-up to ensure tasks are completed 12- Continuous feedback and adjustment for improvement
Interviewee 4	1-The value of empathy in leadership 2- Understanding and addressing the challenges faced by team members 3- Modifying relationships based on empathy and understanding 4- Recognizing and addressing the personal needs of team members 5- Resolving individual issues and concerns to meet team members' needs 6- Ensuring team satisfaction by addressing personal challenges 7- Delegating tasks to team members to maintain motivation 8- Recognizing and promoting team members based on task achievements 9- Clear task assignment as a key to team member engagement and performance
Interviewee 5	1- Supporting team members in their personal needs related to work roles 2- Ensuring team satisfaction by addressing individual challenges 3- Meeting the needs of team members proactively 4- Providing opportunities for team members to learn and practice 5- Fostering development and skill enhancement within the team 6- Encouraging a well-rounded skill set among team members
Interviewee 6	1- Prioritizing tasks and delegating based on team members' skills and interests 2- Sharing a clear vision and setting goals for the team 3- Effective communication with the team 4- Encouraging teamwork and fostering a healthy office environment 5- Providing positive feedback, rewards, and development opportunities 6- Allowing team members the space they need to excel
Interviewee 7	1- Encouraging team members to exhibit leadership capabilities
Interviewee 8	1- Building trust within the team through open communication and a positive environment. 2- Acknowledging the importance of diverse backgrounds and perspectives in a team. 3- Emphasizing the need for teamwork and collaboration among team members. 4- Providing effective leadership that motivates and sets a positive example. 5- Encouraging a culture of continuous improvement within the team. 6- Regularly checking in with team members to ensure their needs are met and they feel supported
Interviewee 9	1-Embracing diversity within the team 2- Promoting inclusivity and equal participation 3- Leveraging diverse perspectives for better decision-making 4- Cultivating a culture of continuous improvement 5- Encouraging learning and adaptation 6- Striving for excellence and innovation 7- Recognizing and appreciating the achievements of team members 8- Motivating the team through positive feedback

The theme of Team Leadership and Styles	Leadership Qualities and Responsibilities
	9- Fostering a culture of appreciation and recognition

Interview Analysis

Table 4 provided a comprehensive exploration of themes and sub-themes related to construction team leadership and effective team management. These elements covered a wide range of critical considerations for leadership effectiveness in the construction industry.

Firstly, the highlighted themes emphasized the importance of establishing and maintaining effective team dynamics. This involved creating an environment where team members could collaborate efficiently, resolve conflicts amicably, and ensure transparent communication channels. Additionally, influential construction managers were expected to demonstrate leadership qualities, set achievable and recognized goals, and actively promote growth and development among team members.

Furthermore, the discussions delved into various styles and dimensions of team leadership. This included the necessity of having a clear and comprehensive vision, empowering team members by entrusting them with responsibilities and fostering self-monitoring, prioritizing workplace safety, skillful resource management, and recognizing the significance of leadership experience and confidence in guiding and supporting the team.

Additionally, the themes and sub-themes encapsulated critical aspects of team leadership, such as cultivating a positive work environment, fostering solid

interpersonal relationships, adeptly managing conflicts and problem-solving, providing encouragement and support, demonstrating understanding and empathy, establishing stability and trust, and effectively delegating tasks and responsibilities.

Moreover, expert construction team members emphasized defining the team's purpose, implementing strategies for skill development among team members, setting clear and attainable goals, and outlining the leadership approach needed to create a productive and positive team environment.

Finally, these themes and sub-themes encompassed various team leadership considerations, from implementing rewarding systems and maintaining project focus to promoting team awareness and managing diversity effectively. They underlined the significance of instilling a sense of responsibility and accountability, continuously seeking improvement, defining clear expectations and objectives, recognizing and appreciating individual and collective performance, acknowledging the importance of competency mapping, and championing teamwork and transparency as fundamental principles within the construction team.

In summary, these themes and sub-themes offered a comprehensive exploration of construction team leadership, providing valuable insights into the diverse facets of effective leadership and team management within the construction industry.

Table 4: Leadership Qualities and Responsibilities

Team Leadership categories	Leadership Qualities and Traits
Emotional Intelligence and Relationship Building	Managing emotions effectively
	Building solid relationships with team members
	Demonstrating empathy and understanding as a leader
	Modifying relationships based on empathy and understanding
	Recognizing and addressing the personal needs of the team members
Empowerment and Inclusivity	Empowering team members to take the initiative
	Creating an inclusive and diverse team
	Empowering team members to take ownership
	Promoting a sense of accountability within the team
	Encouraging team members to exhibit leadership capabilities
	Acknowledging the importance of diverse backgrounds and perspectives in a team.
	Emphasizing the need for teamwork and collaboration
Recognition and Appreciation	Valuing each team member's contributions and ideas
	Fostering a culture of appreciation
	promoting team members based on task achievements
	Recognizing and appreciating the achievements of the team members
Continuous Learning and Development	Encouraging continuous learning and development
	Encouraging self-assessment and self-correction

Team Leadership categories	Leadership Qualities and Traits
Goal Setting and Communication	Encouraging a culture of continuous improvement within the team
	Striving for excellence and innovation
	Setting clear goals and direction
	Efficiently communicating goals and expectations
	Sharing a clear vision with the team
Delegation and Trust-building	Providing practical solutions to address daily work issues
	Effective communication with the team
	Effective planning and task assignment
	Continuous feedback and adjustment for improvement
	Delegating tasks to team members to maintain motivation
Employee Well-being	Building trust with the team through open communication and a positive environment
	Leading by example in a collaborative setting
	Meeting the needs of team members
	Encouraging work-life balance for team members

Appendix 1

Interview Questioners

Part 1 – General Questions

1. Are you employed by a client, consultant, or contractor organization?
2. What is your role or position within the organization?
3. What is the extent of your experience in managing construction projects?

Part 2 – Question about Team Leadership

1. How do you establish conditions conducive to the effectiveness of your team? What are the essential requirements for team effectiveness?
2. How do you address issues or conflicts within your team when they escalate?
3. What actions are you taking to provide support for your team and its individual members?
4. How do you manage the balance between the needs of the team as a whole and the needs of its individual members?
5. What strategies do you employ to motivate your team members?
6. What steps should a team leader take to initiate, cultivate, and sustain an effective team?

DISCUSSION

Overview of Key Findings

The exploration into the effective management of construction project teams uncovers significant insights into the leadership qualities and responsibilities crucial for project success. This study focuses on various factors, revealing intricate dynamics contributing to a high-functioning and motivated team. Leadership qualities and responsibilities are identified and categorized into key themes, each playing a pivotal role in the overall management of construction project teams.

1. Emotional Intelligence and Relationship Building:

One of the standout findings is the importance of managing emotions effectively and building solid relationships within the team. Johnson *et al.*, (2023)

consider “self-understanding and self-reflection to be the fundamental qualities of effective leadership, whereby an individual can transform and enhance their use of any leadership style, ultimately optimizing employee wellbeing and organization output” (p. 180). Kuzior and Balahurovska (2023) find that “developed emotional intelligence is a critical leadership quality of a formal manager to manage relationships” (p. 173). Gadirajurrett *et al.*, (2018) argue, “The prevalence of command methods and forms of activity in project management significantly enhances the importance of the membership of the project team and the nature of the relations among the participants.” (p. 13) Therefore, Leaders who demonstrate high emotional intelligence create an environment where team members feel heard and valued. Solid relationships contribute to a collaborative atmosphere that is conducive to innovation and problem-solving. Lipickyte *et al.*, (2023) analyze the leadership literature and find that “leaders with emotional intelligence, both in managerial and non-managerial roles, lead to higher quality outcomes and improvements in other factors such as effective communication.” (p. 1)

2. Empowerment and Inclusivity:

Empowering team members to take initiative and fostering an inclusive and diverse team emerged as essential elements of effective leadership. Carvajal *et al.*, (2023) conclude that “by empowering and valuing their team members, true leaders create an inclusive and innovative work environment, where individuality is respected, and positive interactions flourish.” (p. 898) However, conflicting findings by Lin *et al.*, (2023) that “empowering leadership can enhance employees’ role stress, thereby increasing the engagement of unethical pro-organizational behavior” (p.1). The authors further argue, “The findings help in understanding why employees may adopt unethical behaviors when they feel high levels of role stress that are caused by empowerment” (p. 1). The researchers recommend, “Organizational management tools are suggested to assist in assigning work appropriate to employees’ roles. Regular checks and feedback about organizational goals

are also necessary to confirm compliant behaviors and progress.” (p.1)

3. *Recognition and Appreciation:*

Valuing team member contributions, fostering a culture of appreciation, and recognizing achievements are crucial for team morale and motivation. Grynchenko *et al.*, (2018) emphasize that “a leader should use a clear system of motivation and incentives to build a project team and organize the teamwork” (p. 13). Kiral (2023) supports the idea that “leaders who engage in individualization consideration, which involves providing personal attention, support, and coaching to followers, can help increase followers’ self-efficacy and confidence, which in turn can lead to greater levels of outgoing behavior” (p.176). Whilst, Sanyal and Hisam (2018) reveal that “performance appraisal and rewards have a significant and positive impact on the employee performance” (p. 21). Therefore, Leaders who actively acknowledge the efforts of their team, create a positive and rewarding work environment.

4. *Continuous Learning and Development:*

Encouraging continuous learning at the individual and team levels is paramount. Luo *et al.*, (2023) conclude that “Vision guiding and context interacting have both direct and indirect effects on the project management performance” (p.1). Further, the authors discover that “team building can improve the project management performance by influencing project citizenship behavior” (p. 16). Cherkassky *et al.*, (2023) finding highlight the fundamental principles of team leadership, including “stimulating team development and learning” (p. 39). Thus, leaders who prioritize learning contribute to the growth and adaptability of the team in the ever-evolving landscape of construction projects.

5. *Goal Setting and Communication:*

Setting clear goals and providing efficient communication are foundational aspects of effective construction leadership. Leaders who articulate a clear vision and expectations, coupled with continuous feedback and adjustment for improvement, create a focused and responsive team. Ssenyange and Kudakwashe (2023) conclude their study about leadership in government construction projects with valuable recommendations, including “leadership styles contribute to government construction project success. More specifically, when project leaders allow stakeholders’ participation and communicate effectively about project tasks, goals, strategies, and processes, they can enhance the stakeholders’ commitment, trust, and cooperation levels, enabling them to execute timely, cost-effective, and quality government construction projects.” (p 11).

Luo *et al.*, (2023) stress that, “under the pressure of the epidemic, leaders should increase communication with participants to build trust to

enhance organizational leadership, thus promoting the project management performance” (p. 1). Kuzior and Balahurovska (2023) Consider the “formation of effective communication with subordinates is one of the essential tasks of an effective leader and such communication can provide a solution to an essential managerial task – understanding the socio-psychological characteristics of the team” (p. 179)

6. *Delegation and Trust-Building:*

Delegating tasks to maintain motivation, building trust through open communication, and emphasizing the importance of teamwork are identified as strategies that foster a collaborative and cohesive team. In the study about leadership qualities and styles, Diggele *et al.*, (2022) identify that the most common leadership styles are delegating (36%), supporting (31%), directing (19%), and coaching (14%) (p. 6). Li *et al.*, (2023) cited that “engineering leadership is relational and requires collaboration and influence of others.” (p. 4).

Regarding trust, Sanyal and Hisam (2018) mentioned, “Trust creates a very positive and healthy working environment where the team members can discuss and suggest any subject or thought comfortably without being afraid to be judged or criticized.” (p.16)

7. *Employee Well-Being:*

Recognizing and addressing the personal needs of team members, promoting work-life balance, and encouraging a positive environment contribute to the overall well-being of the team. Chapparamani and Jyothi (2014) highlight that “a leader should deal with the human psychology and he should see things from the workers’ point of view” (p.7). Therefore, Leaders who prioritize these factors are more likely to retain a motivated and engaged workforce.

Limitations and Directions for Further Research

The study aimed to extract valuable insights for improving construction team management by engaging industry professionals in construction projects. However, certain limitations warrant attention. Firstly, the study's reliance on a relatively small sample size may restrict the scope and applicability of its findings. Additionally, biases stemming from interviewees' perspectives, influenced by project environments and organizational culture, could have skewed insights, limiting their broader relevance. Moreover, another limitation arises from the somewhat generic nature of participant responses, providing limited guidance for addressing specific challenges in construction leadership. To overcome these constraints, researchers may consider diversifying samples, employing varied sampling methods, cross-referencing data sources, utilizing structured interviews, understanding contextual influences, opting for longitudinal studies, and seeking peer validation. All these recommendations can refine

research, yielding precise insights into the intricacies of construction team leadership challenges.

CONCLUSION

Effective construction team management requires a focus on emotional intelligence, empowerment, recognition, continuous learning, goal setting, delegation, and employee well-being for project success and a motivated workforce. The findings underscore the multifaceted nature of construction project management, emphasizing the need for leaders to adapt and embody a diverse skill set to navigate team dynamics in the construction industry.

REFERENCES

- Al Rahbi, D., Khalid, K., & Khan, M. (2017). The Effects of Leadership Style on Team Motivation. *Academy of Strategic Management Journal*, 16(2), 1-14. https://d1wqtxts1xzle7.cloudfront.net/57425577/THE_EFFECTS_OF_LEADERSHIP_STYLES_ON_TEAM-libre.pdf?1537592419=&response-content-disposition=inline%3B+filename%3DTHE_EFFECTS_OF_LEADERSHIP_STYLES_ON_TEAM.pdf&Expires=1670694291&Signature=V58MHAT80WLIFpd73azK.
- Al-Malki, M., & Juan, W. (2018). Leadership styles and job Performance: A Literature review. *Journal of International Business Research and Marketing*, 3(3), 40-59. doi:10.18775/jibrm.1849-8558.2015.33.3004
- Anderson, M., & Sun, P. (2017). Reviewing Leadership Styles: Overlaps and the Need for a New 'Full-Range' Theory. *International Journal of Management Reviews*, 19(1), 76-96. doi:10.1111/ijmr.12082
- Carvajal, A. L. P., Sanchez, R. D., & Amihan, S. R. (2023). Probing the Seven Qualities of True Leadership: A Qualitative Investigation of Selected Experienced and Successful Leaders in Various Industries. *International Journal of Open-access, Interdisciplinary and New Educational Discoveries of ETCOR Educational Research Center (iJOINED ETCOR)*, 2(3), 898-912. doi:10.5281/zenodo.10204881
- Chapparamani, K., & Jyothi, D. (2014). Review of literature on leadership and leadership qualities. *Indian Journal of Applied Research*, 4(2), 7-9.
- Cherkassky, A., Vynnychuk, R., Heiko, S., Slyusarenko, K., & Bilousova, A. (2023). The Development of leadership qualities in a Management Team: Some Key principles of team leadership. *Khazar Journal of Humanities and Social Sciences*, 26(3), 39-46. doi:10.5782/kjhss.2023.39.47
- Chidambaram, V., Shanmugam, K., & Sivamani, B. (2021). Effect of Project Team Integration on The Performance of Indian Construction Project: SMART PLS Structural Equation Approach. *International Journal of Construction Supply Chain Management*, 11(1), 1-20. doi:10.14424/ijcscm110121-1-20
- Choi, S., Kim, K., & Kang, S. W. (2017). Effects of transformational and shared leadership styles on employees' perception of team effectiveness. *Social Behavior and Personality An International Journal*, 45(3), 377-386. doi:10.2224/sbp.5805
- Diggele, C., Roberts, C., & Lane, S. (2022). Leadership behaviours in interprofessional student teamwork. *BMC Medical Education*, 1-7. doi:10.1186/s12909-022-03923-5
- Gadirajurrett, H., Srinivasan, R., Stevens, J., & Jeena, N. (2018). Impact of Leadership on T Impact of Leadership on Team's Performance. *Engineering and Technology Management Student Projects*, 1-10. <http://archives.pdx.edu/ds/psu/24563>
- Grynchenko, M., Ponomayov, O., & Lobach, O. (2018). Leadership as factor for building a project team. *Innovative technologies and scientific solutions for industries*, 1(3), 13-21. doi:10.30837/2522-9818.2018.3.013
- Horila, T., & Siitonen, M. (2020). A Time to Lead: Changes in Relational Team Leadership Processes over Time. *Management Communication Quarterly*, 34(4). doi:10.1177/0893318920949700
- Ivanov, S., McFadden, M., & Anyu, J. (2021). Examining and Comparing Good and Bad Leaders Based on Key Leadership Characteristics: A Leadership Case Study. *International Journal of Organizational Innovation*, 13(3). https://www.researchgate.net/publication/351103131_EXAMINING_AND_COMPARING_GOOD_AND_BAD_LEADERS_BASED_ON_KEY_LEADERSHIP_CHARACTERISTICS_A_LEADERSHIP_CASE_STUDY
- Johnson, S., Crizzle, A., Lam, K., Toner, L., Marcovich, R., & Coulter, P. (2023). Intelligent Behaviour Analytics: A Novel framework for effective leadership style transitioning. *Proceedings of the 19th European Conference on Management Leadership and Governance, ECMLG 2023*. Birmingham, UK. Retrieved from <https://www.researchgate.net/publication/376552975>
- Kiral, I. (2023). Assessing the impact of extraversion on transformational leadership skills in the field of construction project management. *Ases IV. International Educational Sciences Conference*, (pp. 197-181). Giresun. <https://www.researchgate.net/publication/372406099>
- Koeslag-Kreunen, M., Bossche, P., Klink, M., & Gijssels, W. (2018). When Leadership Powers Team Learning: A Meta-Analysis. *Small Group Research*, 49(4), 475-513. doi:10.1177/1046496418764824
- Kuzior, A., & Balahurovska, I. (2023). Interaction Between The Manager And The Hidden Informal

- Leadership. *Organization and Management Series*, 173-181. doi:10.29119/1641-3466.2022.165.12
- Li, J. J., Chan, A., Campbell, C. M., Marzi, E., & Moore, E. (2023, June). Examining Leadership within the Unique Context of Engineering Consulting. In *2023 ASEE Annual Conference & Exposition*.
 - Lin, S., Chen, S., & Liu, X. (2023). The Dark Side of Empowering Leadership: How Empowering Leadership Affects Unethical Pro-Organizational Behavior in Construction Projects. *Buildings*, 13(10), 1-17. doi:10.3390/buildings13102640
 - Lipickytė, E., Sabaliauskas, S., & Klyčmuradov, M. (2023). The relationship between nurse leadership and emotional intelligence: a literature review. *Slauga. Mokslas ir praktika*, 4(6 (318)), 1-7. doi:10.47458/Slauga.2023.4.16
 - Luo, L., Yang, Y., Wu, G., Zheng, J., & Liu, D. (2023). Effects of Organizational Leadership on Project Citizenship Behavior and Management Performance in Complex Construction Projects. *Buildings*, 13(1), 259. doi:10.3390/buildings13010259
 - Martin, J., Cormican, K., Sampaio, S. C., & Wu, Q. (2018). Shared leadership and team performance: An analysis of moderating factors. *Procedia computer science*, 138, 671-679. doi:10.1016/j.procs.2018.10.089
 - Paolucci, N., Dimas, I., Zappalà, S., Lourenço, P., & Rebelo, T. (2018). Transformational Leadership and Team Effectiveness: The Mediating Role of Affective Team Commitment. *Journal of Work and Organizational Psychology*, 34(3), 135-144. doi:10.5093/jwop2018a16
 - Sanyal, S., & Hisam, M. W. (2018). The Impact of teamwork on work performance of Employees: A Study of faculty members in Dhofar university. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(3), 15-22. doi:10.9790/487X-2003011522
 - Smith, T., Fowler-Davis, S., Nancarrow, S., Ariss, S., & Enderby, P. (2020). Towards a theoretical framework for Integrated Team Leadership (IgTL)! *Journal of Interprofessional Care*, 34(6), 726-736. doi:10.1080/13561820.2019.1676209
 - Ssenyange, K., & Kudakwashe, C. (2023). Impact of leadership styles on government construction Project Success: A Structural Equation modelling approach. *Journal of Construction Business and Management*, 6(2), 11-26. doi:10.15641/jcbm.6.2.1348
 - Sukkar, A. (2016). The Leader's behavioral approach business sustainability A Case Study: EGYPTIAN small and medium enterprises. *Palgo Journal of Business Management*, 3, 49-57. <http://www.palgojournals.org/PJBM/Index.htm>