

# Annual Methodological Archive Research Review

<http://amresearchreview.com/index.php/Journal/about>

Volume 3, Issue 5 (2025)

## The Impact of Transformational Leadership on Project Success with Mediating Role of Job Satisfaction: Empirical Evidence from The United Kingdom

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### Article Details

### ABSTRACT

**Keywords:** Transformational leadership, Job satisfaction, Project success, IT sector, Mediation analysis.

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The present study investigates the relationship between transformational leadership (TL) and project success, particularly emphasising the mediation of job satisfaction (JS) in the context of the UK IT sector. This study aims to investigate the extent to which TL leads PS through improving JS. Data from 229 project employees from various hierarchical levels in the IT projects of UK. Data were collected using a structured survey utilising a convenience sampling technique, including items measuring TL, JS, and PS. The hypotheses were tested by descriptive statistics, regression analysis, and mediation analysis (through Hayes PROCESS Macro). Findings show that TL positively affected JS and PS, and JS was a full mediator between TL and PS. This study's findings emphasise TL's significance in creating a positive work culture that leads to project success. There is already a plethora of studies available on the role of TL on PS and JS however, this study contributes towards the existing literature by providing empirical evidence of the mediating role of JS on the TL-PS relationship and insightful approach for IT organizations to focus on leadership development programs to improve employee satisfaction and ultimately improve project performance.

## BACKGROUND OF THE STUDY

Numerous studies have shown that transformational leadership (TFL) produces the desired outcomes (Ali, 2024; Lawrason et al., 2023). According to studies, organisations benefit from transformative leadership when their people are happy and productive. Siyal (2023) found that experts may recognise effective leadership by examining how various mental processes affect a leader's emotional impact on their team members. The establishment of strong leader-follower ties has a direct impact on the outcomes of follower job satisfaction, which is something that all scientists may agree on. A large body of research has recently investigated the significance of TL in task completion (Zhao et al., 2021). In most instances, research data demonstrates that TL increases the likelihood of project success. Zhang et al. (2018) found that high rates of project success are closely related to excellent transformational leadership. Deploying the right TL system is crucial for innovation success. There was a correlation between a project manager's level of expertise, the number of years they had been in the field, and the success of their projects, as shown by research by Odusami et al. (2003). How much control a project manager has over their own leadership skills, as well as the style and strategies they use to lead their team, are the three leadership criteria that directly correlate to project performance (Berssaneti et al., 2015). Several studies have recently identified TL as a major obstacle that prevents initiatives from achieving their desired outcomes. There is a negative correlation between project managers' emotional intelligence and leadership styles, according to Zhang (2018). Project managers with overly empowered minds mismanaged their teams, according to interviews and surveys conducted by Iqbal et al. (2020) with engineering groups in Malaysia. Chen et al. (2019) found that TL follows an inverted U-shaped curve, which corresponds to a successful project.

The project is considered a success when the level of leadership openness is average. When it comes to the link between transformational leadership and the effective completion of projects, job satisfaction is of utmost importance. Work satisfaction is a mediator between leadership style and project results, according to many research. Ishfaq and Abbasi (2022) state that when leaders demonstrate transformational leadership, it increases job satisfaction and productivity among employees. In a roundabout way, transformational leadership contributes to project success by increasing employee happiness (Ali et al., 2021). Their research might lend credence to this finding.

According to Fareed et al. (2022), a high level of job satisfaction significantly reduces the

correlation between transformational leadership and the effectiveness of a project. Hence, it is significant to investigate the moderating role of job satisfaction. Consequently, the purpose of this study is to investigate how transformational leadership styles affect project outcomes in the United Kingdom's information technology industry. This study includes job satisfaction as moderating factor between transformational leadership and project success.

## RESEARCH PROBLEM

The United Kingdom's information technology sector also seems to be quite progressive when it comes to embracing new technologies and digital solutions. On the other hand, IT projects are susceptible to issues including high staff turnover, delays, and cost overruns (Welde and Bukkestein, 2022). Everyone knows these things may go wrong, and everyone also knows that good leadership is the key to avoiding these difficulties and finishing the project successfully. The aspects of transformational leadership that promote team development and inspiration seem to contribute to better project outcomes (Yang et al., 2019).

Nevertheless, given the current state of the UK IT sector, it is not apparent how transformational leadership influences the project's outcome. According to Fisher (2018), there is a correlation between job happiness and organisational factors such workplace productivity and workforce loyalty. One specific difficulty for companies aiming to enhance project performance is the lack of literature-based research exploring this gap. This study addresses that knowledge vacuum by investigating how contentment with one's work affects the correlation between transformative leadership and successful completion of IT projects in the United Kingdom (Nguyen et al., 2020).

## RESEARCH QUESTIONS

Does transformational leadership affect project success?

Does transformational leadership affect job satisfaction?

Does Job satisfaction affect project success?

Does Job satisfaction mediate the relationship of transformational leadership affect project success?

## AIMS AND OBJECTIVES

To examine the impact of transformational leadership on project success.

To investigate the impact of transformational leadership on job satisfaction.

To evaluate the impact of Job satisfaction on project success.

To assess the mediating effect of job satisfaction on the relationship of transformational

leadership and project success

## **RATIONAL- RESEARCH GAP**

There has been a lot of research looking at how transformational leadership affects project outcomes in several fields, including IT. While many studies have looked at other mediators including communication, collaboration, and team building (Nauman et al., 2022; Zhao et al., 2021), job satisfaction has not been studied nearly as much. Job satisfaction has long been considered a key driver of employee motivation and performance, making it a crucial variable in understanding how transformational leadership impacts project outcomes. Most existing studies have focused on the direct impact of leadership styles on team dynamics or have concentrated on other mediators, such as trust or organizational culture (Shaukat et al., 2022). This leaves a significant gap in understanding how the satisfaction of employees, shaped by transformational leadership, influences project success within the UK IT industry, an area that is critical given the industry's dynamic nature.

Furthermore, the focus of many studies has been on industries like manufacturing, healthcare, and education, with fewer exploring the unique challenges and dynamics of the IT sector (Bongomin et al., 2020; Singh and Rathi, 2019). The IT industry is distinct in its fast-paced environment, high levels of innovation, and reliance on specialized skill sets, all of which can shape employees' perceptions of leadership and, consequently, their job satisfaction. This specific context presents an opportunity to explore how transformational leadership can enhance not only team cohesion and performance but also individual job satisfaction, which in turn affects overall project success. By investigating job satisfaction as a mediator in the UK IT industry, the current research aims to fill this gap and provide more nuanced insights into the leadership-performance relationship in this particular sector.

## **LITERATURE REVIEW**

### **TRANSFORMATIONAL LEADERSHIP**

Management in the transformational approach is based on the leader's ability to inspire their followers to achieve common goals (Almohtaseb et al., 2020). A transformational leader is defined by Eaton et al. (2024) as one who manifests a vision and motivates their followers to prioritise the group's needs above their own. Improved performance and organisational success are the end results of transformational leaders' actions, which boost the motivation and commitment of their followers. The practice of Individualized Consideration includes transformational leaders who meet each follower individually to support their specific needs

through individual development programs. Multiple scholarly studies demonstrate how transformational leadership produces positive results in project success and other various organizational outcomes (Dung and Hai, 2020).

When it comes to project management, studies have shown that transformational leadership leads to better results. It has been shown that transformational leadership's idealised impact and intellectual stimulation aspects significantly improve organisational performance in higher education. Based on these results, transformational leadership seems to be an important component that guarantees project success by raising employee happiness, which in turn may increase project results (Raza et al., 2024).

## **PROJECT SUCCESS**

Project success is multifaceted and can be evaluated based on a range of criteria, including adherence to schedule, budget, and quality, as well as the achievement of broader organisational goals. Project managers and upper management agree on a set of parameters for a project's scope, timeline, budget, quality, resources, and risk, and then work together to finish the project (Venkataraman and Pinto, 2023).

Time, money, and the quality of the end product are only a few of the project's aspects that contribute to its overall success or failure (Aubry, 2015). According to Khosravi et al. (2020), the PM literature is still divided on the best way to measure PS. Time, money, and quality—the three standard metrics used to evaluate project success—were shown to be insufficient. The perspective of stakeholders, the kind of project, the perception of time, and the organisation all have a role in making it difficult to describe PS (Besteiro et al., 2015). Customer or client concerns, stakeholder benefits, and the traditional dimensions of time, money, and quality make up Davis's (2016) trio of new project success components. Success criteria were established by Albert et al. (2017) as performance, time, cost, economic success, and quality, after they reviewed the literature on PS in several fields.

A comprehensive review of the literature has provided in-depth understanding of the relationships between transformational leadership, contentment in one's work, and the completion of successful projects. One way in which transformational leadership contributes to project success is by increasing employee work satisfaction, according to research (Chi et al., 2023). It is pertinent to mention that satisfied employees along with transformational leadership leads to project success. Transformational leadership generates positive effects on project success because it builds job satisfaction among members of project teams. (Chen et al.,

2021).

## **JOB SATISFACTION**

The assessment of work-related experiences along with job satisfaction represents a complex construct which generates positive or-negative judgments from employees about their professional environment. Job satisfaction functions as the main explanatory mechanism that links transformational leadership to project achievements.

Job satisfaction according to Locke (1969) represents emotions linked to job assessment which determines whether work values have been met or helped their achievement. The definition of job satisfaction extends from beliefs about work to emotional responses at work and final job assessments as described by Weiss (2002). The measurement of job satisfaction occurs through assessments that evaluate job attitudes while comparing them against individual external or internal standards (Rafferty and Griffin, 2009).

Transformational leadership creates improved job satisfaction among followers by implementing various beneficial methods. Through leadership action transformational leaders create meaningfulness which comes from connecting follower goals directly to organizational vision and value systems (Akdere and Egan, 2020). Through personalized support and development possibilities transformational leaders support individual followers by dealing with their personal requirements while enhancing job satisfaction rates (Escortell et al., 2020).

## **TRANSFORMATIONAL LEADERSHIP AND PROJECT SUCCESS**

Research shows that transformational leadership creates better project outcomes consistently throughout existing studies. The leadership style of transformational leaders enables them to guide their followers toward better achievements of performance goals and project objectives.

Under transformational leadership there are several dimensions which are significant to be explained (Chi et al., 2023; Huang and Huang, 2020). Idealized influence denotes a leadership quality that enables leaders to set acceptable examples for their followers thus helping them adopt their value system and beliefs. A leader who can present an inspirational vision to followers enables them to actively pursue organizational objectives through motivational techniques. Stacking followers with intellectual stimulation pushes them to confront established beliefs then makes them take bold moves while creating fresh approaches to solve technical difficulties. Leaders show individualized consideration through their personalized support and development initiatives that resolve specific needs of each follower (Gull et al., 2022).

The success of a project depends on the satisfaction of the team members working on it, and transformational leadership may bring that happiness to life. Job satisfaction is a key factor in improving project and staff performance, according to existing studies (Davis, 2023). By painting an enthralling picture of the future they want to accomplish via a project, transformational leaders may motivate their followers to take action. Project results are improved by TL because they make workers feel valued and appreciated, which raises their motivation, job happiness, and performance (Hanaysha et al., 2021). Duyan and Yildiz (2020) found that TL is positively correlated with work satisfaction. Employee happiness has a direct correlation to their level of engagement and productivity on the job, which impacts the project's outcome.

Also, by asking followers to rethink their assumptions and come up with novel answers to issues, transformational leaders encourage intellectual stimulation. Innovation and problem-solving skills are essential for project monitoring, especially in complex and ever-changing fields where unforeseen obstacles are commonplace (Riyanto et al., 2021). Team members are not only motivated to think creatively, but they also feel empowered to put their creativity into action when they work under a transformational leader. According to Zhao et al. (2021), teams that prioritise innovation are better equipped to adapt to changing project objectives and minimise risks. Duyan and Yildiz (2020) state that fostering a culture of innovation among teams is one-way transformational leadership contributes to project success.

The literature review has shed light on transformational leadership related to project success. Transformational leaders can motivate, encourage, and empower their employees to achieve enhanced performances and project success through a range of mechanisms, such as fostering a sense of meaning and purpose, providing individualized support and development opportunities, and promoting innovative problem-solving (Farea, 2021). In light of the above the following hypotheses have been developed;

H1. Transformational leadership significantly affects project success.

## **LINKING TRANSFORMATIONAL LEADERSHIP WITH JOB SATISFACTION**

Research shows that when leaders use transformational leadership styles, employees are more likely to be satisfied with their jobs. Workers report higher levels of job satisfaction when their leaders can foster an encouraging workplace, provide individualised feedback and development opportunities, and help employees find meaning and purpose in their work (Rawashdeh et al., 2020).



Employees reported higher levels of work satisfaction when leaders exhibited transformational leadership styles (Aljumah, 2023). According to the study's authors, transformational leaders may boost employee happiness on the job by supporting their employees' unique needs, fostering an environment that promotes intellectual curiosity and innovation, and ensuring that everyone's aspirations align with the organization's values and vision.

According to another study (Huang and Huang, 2020), perceived organisational support moderated the favourable association between transformative leadership and work satisfaction. The study suggests that transformational leaders may increase job satisfaction since they show genuine care for their followers and make sure they have everything they need to do a good job. The literature study has shown substantial evidence linking transformative leadership to happier employees. Several strategies, like creating a happy and supportive work environment, giving employees opportunity for personal growth, and helping them find meaning in their work, are under the purview of transformational leaders who can increase job satisfaction (Zulkarnain and Manurung, 2020). Based on what has been said thus far, we may formulate the following hypothesis:

H2. Transformational leadership significantly affects job satisfaction

## **JOB SATISFACTION AND PROJECT SUCCESS**

Multiple studies show how job satisfaction creates positive outcomes in project success rates. Satisfied employees demonstrate greater work motivation and higher commitment and engagement during their tasks thus leading to better project achievements (Basalamah, 2021; Quek et al., 2021; Riyanto et al., 2021).

A study from reported that job satisfaction produced positive outcomes for project results based on measurements of project efficiency along with customer impact and business/direct success and preparation (Jeki & Sulastri, 2019). According to the researchers', satisfied workers have greater potential to become productive and creative professionals with high commitment levels toward project objectives.

Job satisfaction correlates positively to project success according to research because organizational citizenship behaviors function as a mediating factor. Staff members who feel satisfied perform discretionary work that extends beyond their standard responsibilities to help their colleagues while volunteering for supplementary tasks and providing beneficial recommendations resulting in better project results (Aljumah, 2023).

A person's emotional condition as a consequence of reflecting on and making sense of their



work experiences is known as job satisfaction (Locke, 1970). There are two types of elements that contribute to job satisfaction: "intrinsic" and "extrinsic" (Herzberg, 1968). An external aspect that greatly affects a follower's work attitude is their manager's leadership. Employees' perceptions of their boss, their job, and the company as a whole improve when leaders model good behaviour towards them. Employees get a sense of internal drive as a result. Success in projects or organisations may be achieved by JS and a healthy blend of internal and extrinsic motivation (Mardanov et al., 2008). Job satisfaction is a predictor of productivity in the workplace (Jones, 2006). According to Jones (2006), JS has long been linked by scholars to the effectiveness of company operations and performance.

Because of the readily available experiences that make people feel happier and satisfied when they do job duties well, contented workers perform well, but dissatisfied employees underperform (Fisher, 2003). The efficiency of projects is significantly affected by JS, according to many researchers (Rezvani et al., 2016). One component of PMG performance that impacts PS, particularly in complicated projects, is work satisfaction, as shown by Pheng and Chuan (2006). PMG is motivated by JS, which in turn causes the PS. The importance of trust and JS among PMGs on the success of complicated projects was highlighted by Rezvani et al. (2016). According to the reviewed literature, there is substantial evidence that a happy worker is more likely to see a project through to completion (Aljumah, 2023). Enhanced project performance and success may be achieved via several means, including employees' heightened motivation, engagement, and commitment to their work, as well as their enhanced creativity, organisational citizenship behaviours, and productivity. In the light of above following hypothesis have been developed;

H3. Job Satisfaction has a significant effect on project success

### **MEDIATING ROLE OF JOB SATISFACTION**

Multiple studies in the literature establish job satisfaction as a mediator that links transformational leadership to project success. Transformational leaders enhance job satisfaction Through multiple methods, including job purpose definition, personalized treatments and development solutions, and supportive workplace environments. The nature of satisfied employees results in increased motivation and workplace commitment, which leads to better project execution outcomes (Aldraiweesh and Alturki, 2025; Mughal, 2019). The research conducted by Chi et al. (2023) demonstrated that transformational leadership created a positive impact on job satisfaction, and this relationship strongly predicted job performance

findings. The researchers validated the middle role of job satisfaction between transformational leadership and job performance because content workers demonstrate higher productivity levels while staying involved.

According to recent studies, leadership styles and project performance are related, especially regarding staff happiness. Project results and other organisational impacts of transformational leadership have been the focus of much research. According to Nguon (2022), employees report higher levels of work satisfaction when their leaders possess the qualities of inspiration, motivation, and inventiveness. According to Gali et al. (2021), it is widely recognised as a key factor that significantly impacts employee performance and the success of projects.

Job happiness is paramount when it comes to the connection between transformative leadership and successful project completion. Many studies show that work satisfaction mediates leadership style and project outcomes. According to Ishfaq and Abbasi (2022), transformative leadership influences workers' job satisfaction in the workplace, boosting their productivity on the job. According to Ali et al. (2021), transformational leadership indirectly helps projects succeed by making workers happy. Their study might support this result.

Satisfied employees are likelier to put their all into their work, which may lead to higher-quality project results (Nauman et al., 2021). When workers like what they do for a living, they are more invested in the company's success, more inclined to work together effectively on projects, and more likely to see them through to completion. Employee satisfaction at the workplace may, therefore, determine the effect of transformative leadership on project outcomes.

The following hypothesis have been developed

H4. Job satisfaction mediates the relationship of transformational leadership and project success

## **THEORETICAL FRAMEWORK**

### **SOCIAL EXCHANGE THEORY (SET)**

The research explains its perspective on the relationship between transformational leadership and job satisfaction leading to project success through the application of social exchange theory.

People engage in exchange activities with leaders who offer resources when subordinates demonstrate both commitment and loyalty and perform appropriate efforts (Chi et al., 2023). Social exchange theory shows that followers' trust-based development through respect and obligation will lead to job satisfaction as well as stronger organizational

commitment while boosting overall organizational performance. The leadership approach in project-based organizations succeeds because members show both motivational skills and personalized care and developmental support systems. The organization's abilities create better job satisfaction which results in successful project completion. Various sources in the existing literature established clear empirical evidence for this theoretical construct.

## CONCEPTUAL FRAMEWORK

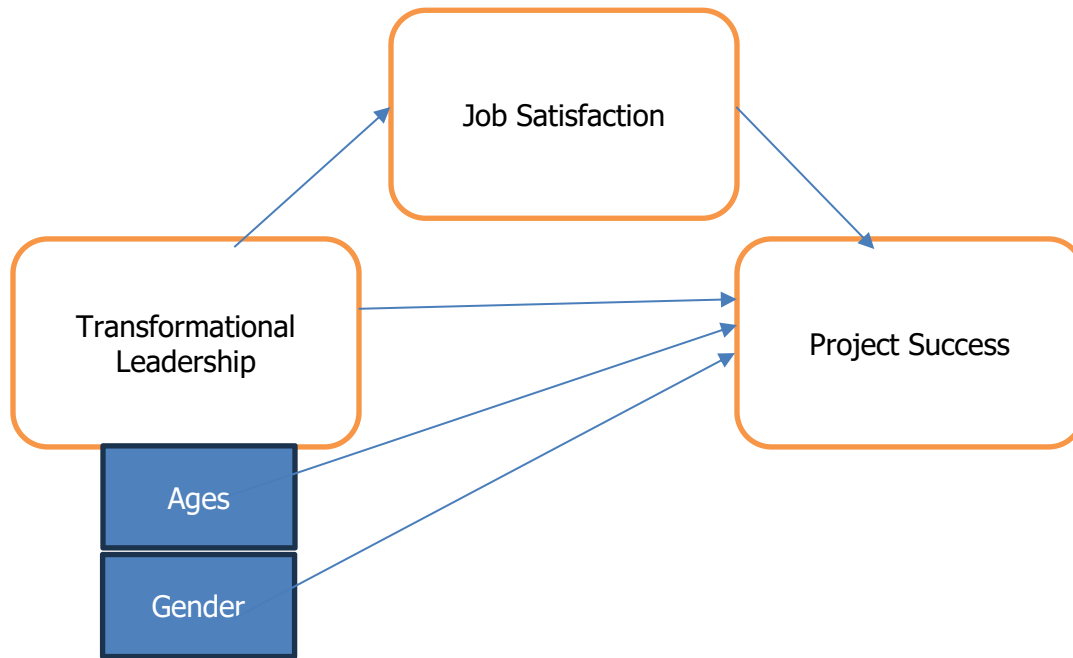


FIGURE 2

## RESEARCH METHODOLOGY

### POPULATION AND SAMPLE INFORMATION

#### POPULATION OF THE STUDY

The participants that make up the study's population are employees who work in the UK's IT industry. Workers in various management roles carry out their responsibilities. The staff represents a wide range of demographics in terms of age, gender, level of education, and management experience.

#### SAMPLE AND SAMPLING TECHNIQUES

300 employees made up the sample of the study. being, a sample size of 200–300 is considered enough for regression analysis according to Hair et al. (2011). Convenience sampling was used for the sample process. This respondent's information was collected by the main office. Only official email addresses may be used to send the surveys to the respondents. There was a wide range of ages, genders, levels of education, and management roles represented among the

responders.

## RESPONSE RATE

Out of 300 questionnaires, the completed questionnaires returned back were 229. The incomplete questionnaires were discarded and were not considered for the analysis. hence, the total response rate of the survey was 76%.

## METHODS OF DATA COLLECTIONS

The data collection was carried out using a structured survey method, i.e. by administering questionnaires to respondents. The questionnaires used in this study were adapted from previous research studies. The survey was based on closed-ended questions, which give the respondent a selection of set answers to choose from for each question. Being a close-ended, it has the advantage of such data being easier to answer, less biased in interpretation and quantitative, making the data available easier to analyze statistically. They are most helpful if the research includes collecting statistical information on how often or to what degree certain sentiments, actions, or experiences are present in a population. This study focused on the IT sector, which was chosen as this sector is very significant for carrying out technology related activities and due to the ever-changing nature of the environment, the IT sector is always ready for adopting new satisfactory technology. An email list of IT professionals can give access to valuable information about the IT sector, its unique characteristics and trends, the challenges it faces, what is done within the sector, etc.

## MEASUREMENT OF SCALE

No	Scale	Items	Source
1	transformational leadership	13	
2	Job Satisfaction	4	
3	Project Success	12	

## DATA ANALYSIS

Statistical methods, including mediation, regression, and correlation analysis, were used to examine the data collected. Additionally, both descriptive and inferential statistics were used. A statistical program, SPSS, was used for the purpose of data analysis. A mediation analysis was conducted using Hayes PROCESS MACRO.

Statistical Equation for Regression and Mediation Analysis

Path a:  $M = \alpha + a \cdot IV + \epsilon_1$  .....(i)

$$\text{Path b: } DV = \beta + c' \cdot IV + b \cdot M + \epsilon \quad \dots\dots\dots(ii)$$

$$\text{Indirect Effect} = a \cdot b \quad \dots\dots\dots(iii)$$

$$\text{Total Effect} = c' + (a \cdot b) \quad \dots\dots\dots(iv)$$

The above equation (i) shows the effect of IV on Mediator. While the equation (ii) shows the Mediator effect on Dependent variable. The equation (iii) and (iv) shows direct and indirect effect.

## RESULTS AND DISCUSSION

### RESPONDENTS 'GENDER

Table 1 reported below depicted the details information about the respondents gender. As there are commonly two broader categories of gender, i.e., male and female. Here as seen, there are total 229 individuals whose take part in this study. Out of which 183 were male having a valid percentage of 79.9 and 46 were their female counterpart with a valid percentage of 20.1. The cumulative percentage is 100 % reported in the last Colum at the right side.

**TABLE 1: RESPONDENTS' GENDER**

	Freq	%age	Valid %age	Cum %
Male	183	79.9	79.9	79.9
Female	46	20.1	20.1	100.0
Total	229	100.0	100.0	

### RESPONDENTS' AGE

Table 2 reported below shows the age wise frequency distribution of the study sample. As depicted there are four major categories of respondents' age ranging for 20 years to 40 years. Respondents whose age was fall between 20 to 25 years are 93 in number and their percentage to the overall sample was 40.6. Those respondents whose age was between 26 to 30 years are 86 in number and their percentage to the total sample is 37.6. Similarly, participants whose age was between 31 to 35 years are only 24 and their percentage to the total sample is only 10.5. Finally, participants who participated in the present study and whose age fall between 36 to 40 years are 26 in number and their valid percentage to the total sample is 11.4 %. It is depicted from the below table that majority of the participants were young having age fall between 20 to 30 years, i.e., 78.2 %.

**TABLE 2: RESPONDENTS' AGE**

	<b>Freq</b>	<b>%age</b>	<b>Valid %age</b>	<b>Cum %</b>
20-25 years	93	40.6	40.6	40.6
26-30 years	86	37.6	37.6	78.2
31-35 years	24	10.5	10.5	88.6
36-40 years	26	11.4	11.4	100.0
Total	229	100.0	100.0	

**RESPONDENTS' DESIGNATION**

Table 3 shows the respondents' designations in terms of frequency. There are three tiers to any management structure: entry, medium, and senior.

Looking at the data, we can see that 46.7% of the participants were middle-level managers, making up 107 people. The second-highest number was 82 lower-level managers who participated in the survey, making up 35.8% of the total. The research also included upper-level managers as a last point. Forty upper-level managers took part in this research, and 17.5% of them were valid. Which indicates that all three primary categories of employees at those companies took part in the survey.

**TABLE 3: RESPONDENTS' DESIGNATION**

	<b>Freq</b>	<b>%age</b>	<b>Valid %age</b>	<b>Cum %</b>
Lower Level Manager	82	35.8	35.8	35.8
Middle Level Manager	107	46.7	46.7	82.5
Upper Level Manager	40	17.5	17.5	100.0
Total	229	100.0	100.0	

**RESPONDENTS' EXPERIENCE**

Table 4 reported below shows the experience wise participant distribution. The sample of the present study was 229 employees of the respective organizations. As seen, there are five major categories of the respondents based on their work experience in years. There are only 6 employees who reported their experience is from 1 to 3 years and have a valid percentage of just 2.6 %. Those employees who reported their experience is from 4 to 6 years are 89 in number and contributed to the overall sample by 38.9 %. The major portion of employees belong to an experience group of 7 to 10 years. They are 94 in number, and their contribution to the total sample is 41 %. Similarly, 23 employees reported their years of experience fall

between 11 to 15 years and their valid percentage to the total sample is 10 %. Lastly, there are 17 participants with 16 years of experience or more; nonetheless, their valid fraction to the whole sample is just 7.4%.

**TABLE 4: RESPONDENTS' EXPERIENCE**

Year	Freq	%age	Valid %age	Cum %
1-3	6	2.6	2.6	2.6
4-6	89	38.9	38.9	41.5
7-10	94	41.0	41.0	82.5
11-15	23	10.0	10.0	92.6
16 and above	17	7.4	7.4	100.0
Total	229	100.0	100.0	

**RESPONDENTS' QUALIFICATION**

Table 5 reported below shows the study's respondents qualification and educational background. As seen, the respondents' education was divided in to four major categories, i.e., O level and A level, BA/BSc., MA/MSc., and MS/MPhil. As depicted in the table, there are 23 employees who participated in this study have a higher qualification of O level/A level. and their valid percentage to the total sample is only 10 %. Those employees whose qualification was either BA or BSc. are 54 in number and their percentage to the total sample is 23.6 %. A large number of employees working in their respective organizations have a master degree qualification and their number was 114. Their proportion to the total sample was 49.8 %. Finally, respondents who have higher educational qualification that MS and MPhil are 38 in number and their valid percentage to the total sample is 16.6 %.

**TABLE 5: RESPONDENTS' QUALIFICATION**

	Freq	%age	Valid %age	Cum %
Olevel/Alevel	23	10.0	10.0	10.0
BA/Bsc	54	23.6	23.6	33.6
MA/MSc	114	49.8	49.8	83.4
MS/MPhil	38	16.6	16.6	100.0
Total	229	100.0	100.0	



**RELIABILITY STATISTICS**

The present section comprehensively provide the details about the study reliability analysis. The researcher has used Cronbach's alpha test for reliability with this argument that it is more accurate and highly applicable.

**TABLE 7. RELIABILITY OF SCALES**

Scale	$\alpha$ value	Items
Project success	.895	12
Job Satisfaction	.755	04
Transformational Leadership	.878	13

Table 7, reported above, highlights the reliability result of the project success (PS) scale, job satisfaction (JS) and transformational leadership (TL) scale. the Cronbach's Alpha values of the scales are 0.895, 0.755 and 0.878 respectively.

**CORRELATION ANALYSIS**

This section shed light and comprehensively explain the details about the correlation analysis. Correlation analysis highlights the link between various sets of variables normally in the form of correlation coefficient. Table 8: Correlation Analysis

	PS	TL	JS
PS	1	.604**	.934**
TL	.604**	1	.624**
JS	.934**	.624**	1

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The table presented shows the Pearson correlations of the study variables. Here, we have PS as the dependent variable, TL as the independent variable, and JS as the mediating variable. The correlation between TL and PS is 0.604\*\*, which is positive and statistically significant at the 0.01 level of significance. There is a strong positive correlation of 0.934\*\* between JS and PS at the 0.01 level, just as there is for PS. Furthermore, TL and JS are positively and statistically significantly related (0.624\*\*).

**REGRESSION ANALYSIS****TABLE 9: MODEL SUMMARY**

Model	R	R <sup>2</sup>	Adj R <sup>2</sup>	SE of Est
1	.431a	.186	.182	.450

a. Predictors: (Constant), TL

The regression analysis model summary is shown in Table 9, which is given above. The R-value indicates the degree of association between TL and PS. The value of R<sup>2</sup> indicates the extent to which the independent variable (TL) explains the dependent variable (PS). The dependent variable PS is explained by TL to the tune of 18.6% of the total variance, according to the R<sup>2</sup> value of 0.186.

**TABLE 10: ANOVA**

Model		Sum of Squire	df	Mean Squire	F	Sig.
1	Regression	10.487	1	10.487	51.894	.000b
	Residual	45.875	227	.202		
	Total	56.362	228			

a. Dependent Variable: PS

b. Predictors: (Constant), TL

The ANOVA table of the regression analysis is reported in table 110, above. In this table the main value is f value which told about the model fitness. Statistically there is no agreement on the threshold value for f, however it is observed that when the value of f is more than 10 the p value of f statistic become significant which confirm the overall model fitness. Here the value of f is 51.894 and p value of f statistic is also significant which confirm that the model of the present study is best fitted.

**TABLE 11: COEFFICIENT**

Model		Unstd Coef		Std Coef	t	Sig.
		B	SE	Beta		
1	(Constant)	2.944	.210		13.997	.000
	TL	.345	.048	.431	7.204	.000

a. Dependent Variable: PS

The regression coefficient is reported in the above table. As depicted, the unstandardized beta which explain a unit change in the dependent variable due to independent variable is positive, i.e., 0.345. This means that a one unit change in independent variable (TL) will change the dependent variable (PS) by 0.345 units in similar direction. The standardized coefficient shows simple correlation between TL and PS which 0.431. The t value and the p value confirm about

the significance level. In the present study case the value of  $t$  and  $p$  meet the required criteria (i.e.,  $t = 7.204$ ,  $p < 0.05$ ), therefore the relationship between TL and PS is statistically significant. Thus, the first hypothesis that is “TL is significantly related to PS” is accepted. The result is in line with previous literature. Transformational leadership has been identified in the project success most significantly in the complicated and dynamic environment (Numan et al., 2022). Transformational leaders inspire team loyalty, resulting in greater performance and the successful completion of projects. This is especially true for transformational leaders who create clear avenues towards growth and development and build a sense of responsibility in team members allowing for enhanced alignment and commitment to the project (Ahmed et al., 2023). Not only do these leaders manage the conflict, they also encourage the communication necessary for the whole team to operate with enough resources and motivation throughout the different phases of the project, leading to better outcomes (Aga et al., 2016).

**TABLE 12: REGRESSION COEFFICIENTS WITH CONTROL VARIABLES**

Model	Unstd Coef		Std Coef		$t$	Sig.
	B	SE	Beta			
1	(Constant)	2.884	.221		13.063	.000
	TL	.336	.049	.421	6.907	.000
	Gender	.045	.076	.037	.600	.549
	Age	.021	.031	.042	.691	.490

a. Dependent Variable: PS

### MEDIATION ANALYSIS

Mediation is a variable that create a link between two variables, i.e., independent and dependent. The model of the present include one independent variable (TL), one dependent variable (PS), and one mediating variable (JS). The results of the mediation analysis are reported in the following tables.

#### Step 1: Relationship between TL and JS

The first step of mediation analysis check the relationship between independent variable (TL) and the mediator (JS). The following tables provide statistical details for this relationship.

**TABLE 13: MODEL SUMMARY**

<b>R</b>	<b>R Square</b>	<b>MSE</b>	<b>f</b>	<b>Df1</b>	<b>Df2</b>	<b>p</b>
.56	.32	.30	105.02	1	227	.000

Model summary of the TL and JS relationship is depicted in Table 15. As seen the value of  $R^2$  is 0.32 which means that TL explain 32 % variation in JS. The value of f statistics is 105.02 which is well above and also the p value of f statistics is significant ( $p < 0.05$ ), thus overall the model is best fitted. The result is in support of previous studies. For instance a study conducted on petroleum employees stated that Transformational leadership brings 29.3% variation in Job satisfaction (Allozi et al., 2022). The findings of Duyan and Yildiz (2020) are also parallel with the current study findings. The relationship between TL, job satisfaction was analysed using Pearson correlation, and it tested based on multiple regression analysis the strength of the predictors. The relationship between TL and JS was ( $R^2 = 0.72$ ,  $p < 0.01$ ). The regression analysis showed that TL accounted for 54% of the total variance of job satisfaction ( $R^2 = 0.54$ ,  $p < 0.01$ ), further validating TL as a significant predictor of job satisfaction.

**TABLE 14: COEFFICIENTS**

	<b>Coeff.</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	1.70	.25	6.68	.000	1.20	2.20
TL	.59	.06	10.25	.000	.48	.71

The coefficient of the link between TL and JS is shown in the table that was presented before. An significant and positive correlation ( $t = 10.25$ ,  $p < 0.05$ ) exists between TL and JS, as shown. Coefficients often lie within the intervals indicated by the lower and higher levels. The findings are in agreement with those of previous studies, such as Boamah (2022) and Masood and Afsar (2017). According to Moin et al. (2021), transformational leadership has a beneficial effect on the work satisfaction of followers ( $\beta = 0.14$ ,  $SE = 0.04$ ). Researchers have shown that transformative leadership significantly impacts employee behaviour and satisfaction on the workplace.

### REGRESSION ANALYSIS TL AND PS

The second step of mediation analysis check the relationship between independent variable (TL) and the dependent variable (PS). The following tables provide statistical details for this relationship.

**TABLE 15: MODEL SUMMARY**

<b>R</b>	<b>R Square</b>	<b>MSE</b>	<b>f</b>	<b>Df1</b>	<b>Df2</b>	<b>p</b>
.43	.18	.45	51.89	1	227	.000

Table 15 shows the outcome of the model for the association between TL and PS. With an R<sup>2</sup> value of 0.18, we can observe that TL accounts for 18% of the variance in PS. In general, the model is the best fit since the p-value of f-statistics is significant ( $p < 0.05$ ) and the f-statistic value is 51.89, which is significantly higher.

**TABLE 16: COEFFICIENTS**

	<b>Coeff.</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	1.89	.23	8.36	.000	1.44	2.33
TL	.57	.05	11.42	.000	.47	.67

Above, the table 18 illustrates the coefficient of the link between TL and PS. The association between TL and PS is shown to be positive and statistically significant ( $t = 11.42$ ,  $p < 0.05$ ). Coefficients often lie within the intervals indicated by the lower and higher levels. Several research in the PS literature have used regression analysis to evaluate the association between the two variables, TL and PS, which has been the subject of much examination.

According to Ali et al. (2021), TL increases PS by making team-building and collaboration better. The components that mediate this effect include communication, coordination, and cohesiveness. This highlights the significance of strong connections between leaders and members, as well as professional dedication, in enhancing project results (Fareed et al., 2023).

### **MEDIATION ANALYSIS OF JS ON TL AND PS**

The third step of mediation analysis is to check the relationship between independent variable (TL), mediating variable (JS), and the dependent variable (PS). The following tables provide statistical details for this relationship.

**TABLE 17: MODEL SUMMARY**

<b>R</b>	<b>R Square</b>	<b>MSE</b>	<b>f</b>	<b>Df1</b>	<b>Df2</b>	<b>p</b>
.66	.44	.14	87.39	2	226	.000

Model summary of the TL, JS and PS relationship is depicted in Table 17. As seen the value of R<sup>2</sup> is 0.44 which means that TL and JS explain 44 % variation in PS. The value of f statistics is 87.39 which is well above and also the p value of f statistics is significant ( $p < 0.05$ ), thus

overall the model is best fitted.

**TABLE 18: COEFFICIENTS**

	<b>Coeff.</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	2.17	.19	11.28	.000	1.79	2.54
TL	.07	.05	1.51	.13	-.02	.17
JS	.46	.05	10.01	.000	.37	.55

The coefficient of the link between TL, JS, and PS is shown in the table that was given before. An significant and positive correlation ( $t = 10.01$ ,  $p < 0.05$ ) exists between JS and PS, as shown. After adding the mediator JS, however, the connection between TL and PS becomes negligible. This proves that JS acts as a go-between for TL and PS. Further confirmation of JS's mediating function is provided by the fact that neither the lower nor the higher level contains zero. Prior findings corroborate the study's conclusions. In their 2021 research, Iqbal et al. An essential intermediary component is job satisfaction, which mediates the relationship between team-building and PS and TL and PS quality of work. According to the regression analysis, the TL was a significant predictor of work satisfaction ( $\beta = 0.68$ ,  $p < 0.001$ ). Job satisfaction was shown to have a substantial mediating influence on project success, since there was a positive link between the two variables ( $\beta = 0.52$ ,  $p < 0.001$ ).

#### **TOTAL, DIRECT, AND INDIRECT EFFECT**

In addition to reporting the direct and indirect impacts, the mediation analysis also provides an overall impact, as can be seen in the table below. Given the large indirect effect and small direct effect, it is clear that job satisfaction completely mediates the relationship between transformational leadership and project success.

**TABLE 19: DIRECT, INDIRECT AND TOTAL EFFECT**

	<b>Effect</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Total Effect	.53	.05	10.60	.000	.47	.67
Direct Effect	.07	.05	1.51	.13	-.02	.17
Indirect Effect	.46	.05	10.01	.000	.37	.55

#### **CONCLUSION AND RECOMMENDATIONS**

##### **CONCLUSION**

The current research aims to examine the effect of transformational leadership (TL) on project success, particularly emphasising the mediation of job satisfaction (JS) in the context of the UK

IT sector. The hypotheses were tested by descriptive statistics, regression analysis, and mediation analysis. It has been found that TL positively affected JS and PS, and JS is a full mediator between TL and PS. This study's findings emphasise TL's significance in creating a positive work culture that leads to project success.

## **RECOMMENDATIONS BASED ON EVALUATION**

### **1. INVEST IN LEADERSHIP DEVELOPMENT PROGRAMS**

Invest in leadership development programs that prioritize transformational leadership competencies like the ability to articulate a vision, empower employees, and drive innovation. That can be done via training sessions, workshops, and leadership academies.

### **2. INTEGRATE TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL POLICIES**

To ensure public sector leaders can achieve enduring results, policymakers should update public sector leadership system guidance to include transformational leadership behaviors as essential leadership qualifications — where such behaviors are applicable to project management and team performance.

### **3. ENCOURAGE EMOTIONAL INTELLIGENCE (EI) TRAINING FOR LEADERS**

Emotional intelligence is a critical component of transformational leadership. Finally, EI development opportunities are a critical asset for project success that policymakers at the organizational or governmental levels would do well to support.

### **4. FOSTER A POSITIVE WORK CULTURE THROUGH LEADERSHIP POLICIES**

It emphasizes the need for policies that incentivize a leader to create a positive, inclusive, and supportive workplace. Encouraging recognition programs, open communication, and team-building initiatives that improve employee job satisfaction and project outcomes.

### **5. PROMOTE CROSS-SECTOR COLLABORATION ON LEADERSHIP BEST PRACTICES**

Stimulate exchanges of transformational leadership best practices between public and private sector leaders. Such activities could involve forums, conferences, or workshops where ideas can be shared for effective leadership to achieve successful projects.

## **LIMITATIONS AND FUTURE DIRECTIONS**

The following are the guidelines for future researchers.

- i. The current research only focuses on transformational leadership hence, future research



should also investigate other leadership styles, such as Authentic and Servant leadership, and the degree to which each relates to job satisfaction and project success.

ii. The present study is conducted in the IT projects of the UK. Hence, to assess the generalisability of the research, further studies should measure transformational leadership's effectiveness across different cultures and industries.

iv. In future studies, researchers can explore other mediators or interveners that will determine the transformational leadership and the achievement of project success. Critical factors can include everything from organisational culture, through staff resilience, to technological adoption. These characteristics can lead to better leadership tactics and performance across contexts.

v. The current research has used quantitative techniques, however, by integrating qualitative narratives and quantitative data using mixed-methods research and triangulation, the results may be reinforced to aptly explain the phenomenon.

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