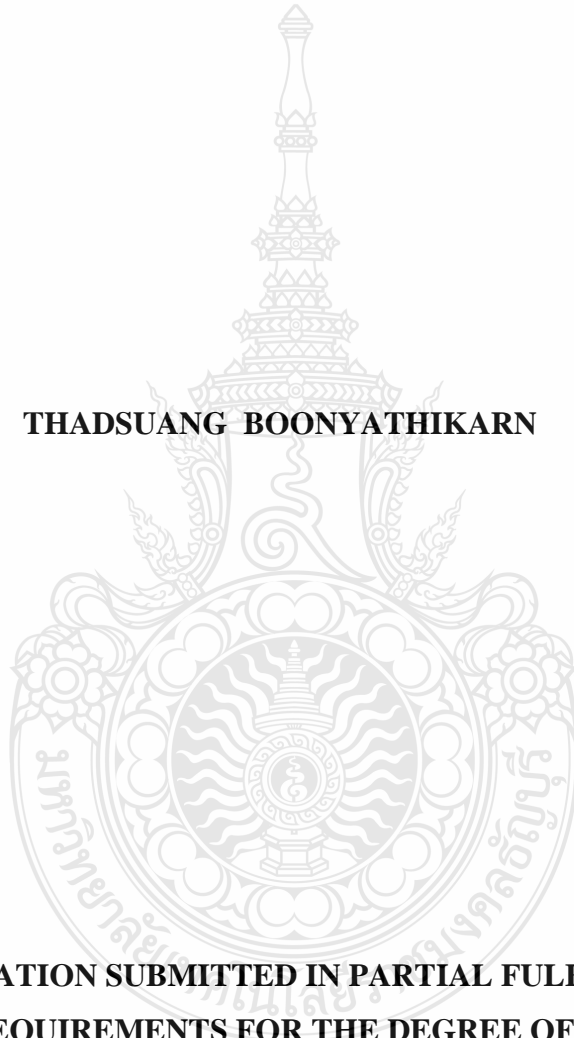


**THE ROLE OF NEW-GENRE LEADERSHIP, GOOD ORGANIZATIONAL
CITIZENSHIP BEHAVIOR, AND LEADER-MEMBER EXCHANGE ON
PROJECT SUCCESS**

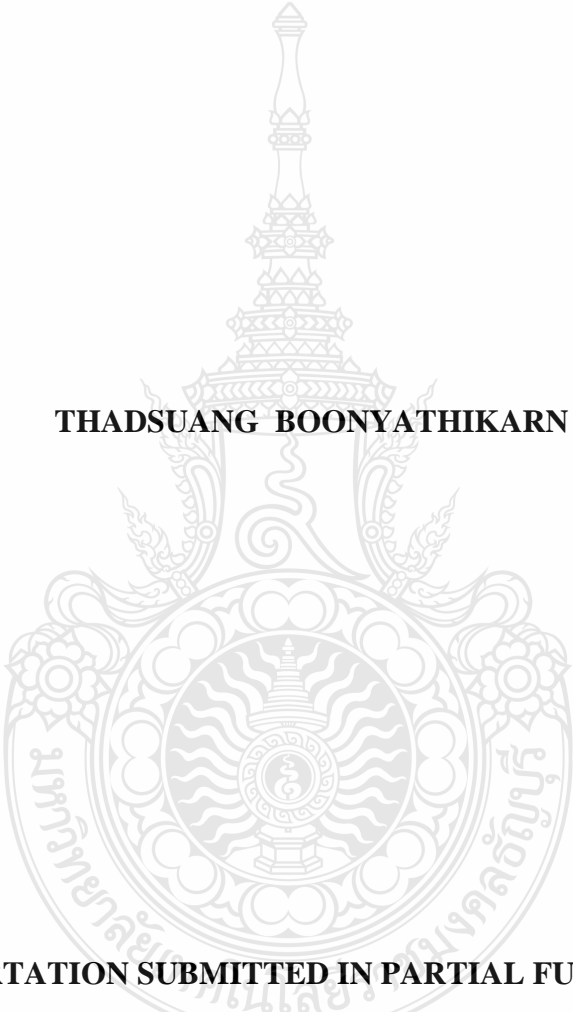
THADSUANG BOONYATHIKARN



**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
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OF PHILOSOPHY PROGRAM IN BUSINESS ADMINISTRATION
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2021
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Dissertation Title The Role of New-Genre Leadership, Good Organizational
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Project Success
Name-Surname Miss Thadsuang Boonyathikarn
Program Business Administration
Dissertation Advisor Associate Professor Chanongkorn Kuntonbutr, D.B.A.
Academic Year 2021

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August 23, 2021

หัวข้อคุณูปนิพนธ์

บทบาทของภาวะผู้นำแบบใหม่ พฤติกรรมการเป็นสมาชิกที่ดีขององค์กร และการแลกเปลี่ยนระหว่างผู้นำกับสมาชิก ต่อความสำเร็จของโครงการ

ชื่อ-นามสกุล

นางสาวทัศนพร บัญญาธิการ

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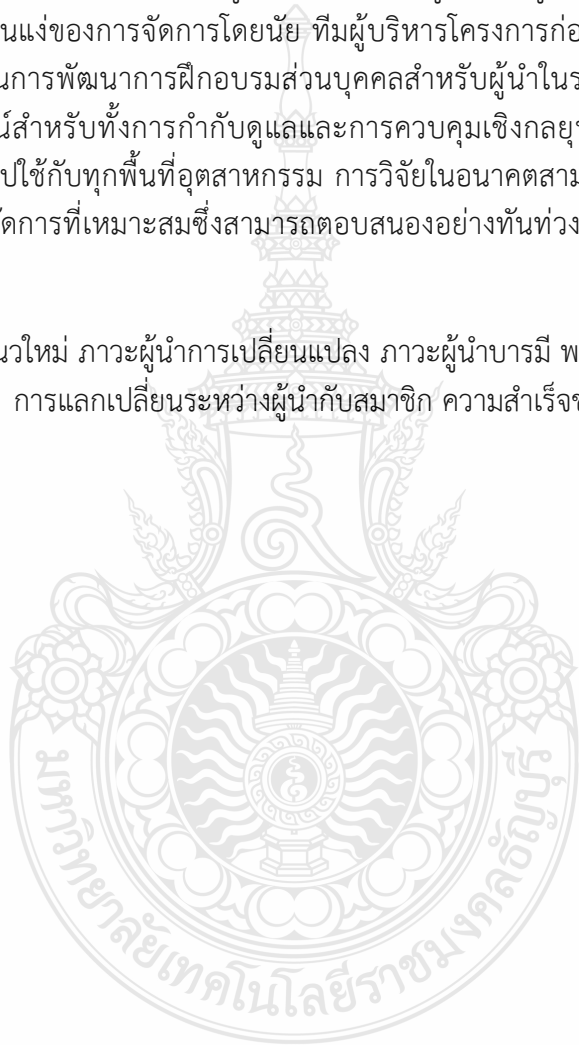
การศึกษานี้มุ่งเน้นไปที่กลไกที่นำไปสู่มุมมองของโครงการและประสิทธิภาพ วัตถุประสงค์คือเพื่อแสดงผลกระทบของคณาจารย์ข้ามวัฒนธรรมและผู้นำต่อความสำเร็จของโครงการสำหรับงานก่อสร้างให้เสร็จสิ้น ตัวแปรได้รับการตรวจสอบด้วยวิธีการเชิงปริมาณซึ่งประกอบไปด้วยภาวะผู้นำการเปลี่ยนแปลงและภาวะผู้นำบารมี พฤติกรรมการเป็นสมาชิกที่ดีขององค์กร และความสำเร็จของโครงการ การแลกเปลี่ยนระหว่างผู้นำกับสมาชิกถูกนำไปใช้เป็นพื้นฐานทางทฤษฎีและถูกกำหนดให้เป็นตัวแปรกำกับเพื่อสนับสนุนผลกระทบของรูปแบบภาวะผู้นำแนวใหม่และความสำเร็จของโครงการ ประชากรประกอบด้วยผู้นำและผู้ใต้บังคับบัญชาที่ทำงานในโครงการก่อสร้างที่ตั้งอยู่ในกรุงเทพมหานครและปริมณฑล คือ ปทุมธานี นนทบุรี สมุทรปราการ และอยุธยา ซึ่งเป็นพื้นที่สำคัญของโครงการก่อสร้างในประเทศไทย กลุ่มตัวอย่างได้รับการคัดเลือกโดยการสุ่มตัวอย่างแบบเจาะจง ได้ประกอบด้วยภาวะผู้นำจำนวน 494 คน และได้แยกส่วนที่เก็บรวบรวมข้อมูลเฉพาะตัวแปร การแลกเปลี่ยนระหว่างผู้นำกับสมาชิกจากผู้ใต้บังคับบัญชา 494 คน จึงมีผู้เข้าร่วมทั้งหมด 988 คน กรอบการวิจัยประกอบด้วยทั้งตัวแปรปรับกำกับและตัวแปรส่งผ่าน จากนั้นจึงนำแบบจำลองสมการโครงสร้างมาใช้เพื่อทดสอบทางสถิติสำหรับผลลัพธ์เชิงประจักษ์

ผลการวิจัยมี 2 ส่วน ส่วนที่ 1: กรอบตัวแปรกำกับ-ตัวแปรส่งผ่านของแผนภาพแนวคิดเพื่อวิเคราะห์สมมติฐาน พบว่ามีการสนับสนุนที่ชัดเจนสำหรับการศึกษาวิจัยก่อนหน้านี้ ดังนั้น โมเดลนี้จึงอธิบายถึงกระบวนการในการสร้างความสัมพันธ์ที่มีคุณภาพสูงขึ้นระหว่างผู้นำและพนักงานแต่ละคนภายในองค์กร ในขณะที่ความพยายามที่จะตรวจสอบระดับบุคคลของการแลกเปลี่ยนระหว่างผู้นำกับสมาชิก จะปรับกำกับผลกระทบทางอ้อมของภาวะผู้นำการเปลี่ยนแปลงต่อความสำเร็จของโครงการผ่านพฤติกรรมการเป็นสมาชิกที่ดีขององค์กร การค้นพบนี้บ่งชี้ว่า การแลกเปลี่ยนระหว่างผู้นำกับสมาชิกที่อยู่ในระดับต่ำ ปานกลาง และสูงมีการปรับกำกับส่งผลกระทบทางอ้อมต่อภาวะผู้นำการเปลี่ยนแปลงและความสำเร็จของโครงการ ผ่านพฤติกรรมการเป็นสมาชิกที่ดีขององค์กร ในทางกลับกันระดับบุคคลของการแลกเปลี่ยนระหว่างผู้นำกับสมาชิกปรับกำกับต่อความสำเร็จของโครงการ ผ่านพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรกับภาวะผู้นำการเปลี่ยนแปลง ทำหน้าที่เป็นตัวแปรส่งผ่านผ่านพฤติกรรมการเป็นสมาชิกที่ดีขององค์กร และความสำเร็จของโครงการของผู้นำในที่ทำงานหรือสถานที่ก่อสร้าง ส่วนที่ 2: การศึกษามุ่งเน้นไปที่ปฏิสัมพันธ์ระหว่างกระบวนการตัวแปรกำกับ-ตัวแปรส่งผ่าน ผลของการศึกษาแสดงให้เห็นว่าภาวะผู้นำแนวใหม่ ด้วยองค์ประกอบของภาวะผู้นำบารมี

มีอิทธิพลเชิงบวกต่อความสำเร็จของโครงการ การเปิดเผยผลกระทบอย่างมีนัยสำคัญต่อความสำเร็จของโครงการของผู้นำแต่ละคน องค์ประกอบภาวะผู้นำบารมี ส่งผลในเชิงบวกต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การของผู้นำแต่ละคนในที่ทำงานหรือสถานที่ก่อสร้าง

ในการพิจารณาการสนับสนุนทางวิชาการ ผลของการศึกษาเกี่ยวกับภาวะผู้นำแนวใหม่ที่เกี่ยวข้องกับพฤติกรรมการเป็นสมาชิกที่ดีขององค์การสามารถนำไปใช้กับการศึกษารูปแบบการมีภาวะผู้นำที่เหมาะสมสำหรับผู้นำและผู้ใต้บังคับบัญชาจากหลากหลายวัฒนธรรมและทุกเพศทุกวัย พื้นที่สำหรับการศึกษาที่ขยายออกไปอีก ได้แก่ รูปแบบความเป็นผู้นำ แรงจูงใจ และผู้ติดตามที่ถูกกำหนดแบบพลวัตตามเวลา ในแง่ของการจัดการโดยนัย ทีมผู้บริหารโครงการก่อสร้างสามารถใช้ข้อมูลและผลลัพธ์เป็นแนวทางในการพัฒนาการฝึกอบรมส่วนบุคคลสำหรับผู้นำในระดับที่แตกต่างกันของการจัดการที่เป็นประโยชน์สำหรับทั้งการกำกับดูแลและการควบคุมเชิงกลยุทธ์โดยรวม จากการพัฒนาเทคโนโลยีดิจิทัลที่นำไปใช้กับทุกพื้นที่อุตสาหกรรม การวิจัยในอนาคตสามารถกำหนดได้ว่าเป็นภาวะผู้นำและรูปแบบการจัดการที่เหมาะสมซึ่งสามารถตอบสนองอย่างทันที่ต่อพลวัตของสถานการณ์การบริหารจัดการ

คำสำคัญ: ภาวะผู้นำแนวใหม่ ภาวะผู้นำการเปลี่ยนแปลง ภาวะผู้นำบารมี พฤติกรรมการเป็นสมาชิกที่ดีขององค์กร การแลกเปลี่ยนระหว่างผู้นำกับสมาชิก ความสำเร็จของโครงการ



Dissertation Title	The Role of New-Genre Leadership, Good Organizational Citizenship Behavior, and Leader-Member Exchange on Project Success
Name-Surname	Miss Thadsuang Boonyathikarn
Program	Business Administration
Dissertation Advisor	Associate Professor Chanongkorn Kuntontbutr, D.B.A.
Academic Year	2021

ABSTRACT

This study focused on the mechanisms leading to project and performance perspective. An objective was to illustrate the impact of cross-cultural workers and leaders on project success for completing construction jobs. The multi-variables were investigated in quantitative method included transformational leadership and charismatic leadership, organizational citizenship behavior, and project success. The leader-member exchange was applied as theoretical foundation and determined as moderator to support the effect of new-genre leadership style and project success. The population consisted of leaderships and subordinates working in construction projects located in Bangkok and the surrounding areas including Pathum Thani, Nonthaburi, Samut Prakan, and Ayutthaya which have been significant areas for construction of the projects in Thailand. The samples were selected by purposive sampling method which consisted of 494 people with leaderships. The separated data was collected from 494 subordinates; therefore, there were 988 participants in total. The research framework consisted of mediator and moderator. A structural equation modelling was then used to statistically test the empirical results.

The research results consisted of two parts. Part 1: a moderated-mediation framework of the conceptual diagram to test the hypothesis, revealed that there is strong support for previous research studies. Thus, this model describes the process of building higher quality relationships between leaders and individual employees within the organization. Whereas the attempt to investigate individual-level the leader-member exchange moderates the indirect effect of transformational leadership on project success via organizational citizenship behavior. These findings indicate that the exchanges

between leaders and members at low, medium, and high levels are directed to indirectly affect transformational leadership and project success through the behavior of being a good member of the organization. Conversely, the individual-level the leader-member exchange moderates project success via organizational citizenship behavior, with the transformational leadership, performs as mediation variable via organizational citizenship behavior and project success of leaders at the workplace or on construction site. Part 2: this study focused on interactions among the moderated-mediation process, indicated that the new-genre leadership, with the components portion of charismatic leadership, has a positive influence on project success. The revelation was a significant effect on the project success of each leader and charismatic leadership components positively influence the organizational citizenship behavior of each leader at the workplace or on construction site.

In considering academic contribution, the results of this study concerning to new-genre leadership related to organizational citizenship behaviour can be extended to the study of appropriate leadership styles to leaders and subordinates from various cultures and ages. The areas for further studies include leadership style, motivation, and followers that currently are determined by dynamic upon time. In terms of managerial implication, the construction project management teams can apply the data and results as a guideline to develop a personal training for leaders at different levels of beneficial management for both supervision and overall strategic control. According to the development of digital technology that are applied to all industrial areas, future research can be determined as the appropriate leadership and management styles that can response promptly to the dynamic of managerial situation.

Keywords: new-genre leadership, transformational leadership, charismatic leadership, organizational citizenship behavior, leader-member exchange, project success

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Thadsuang Boonyathikarn

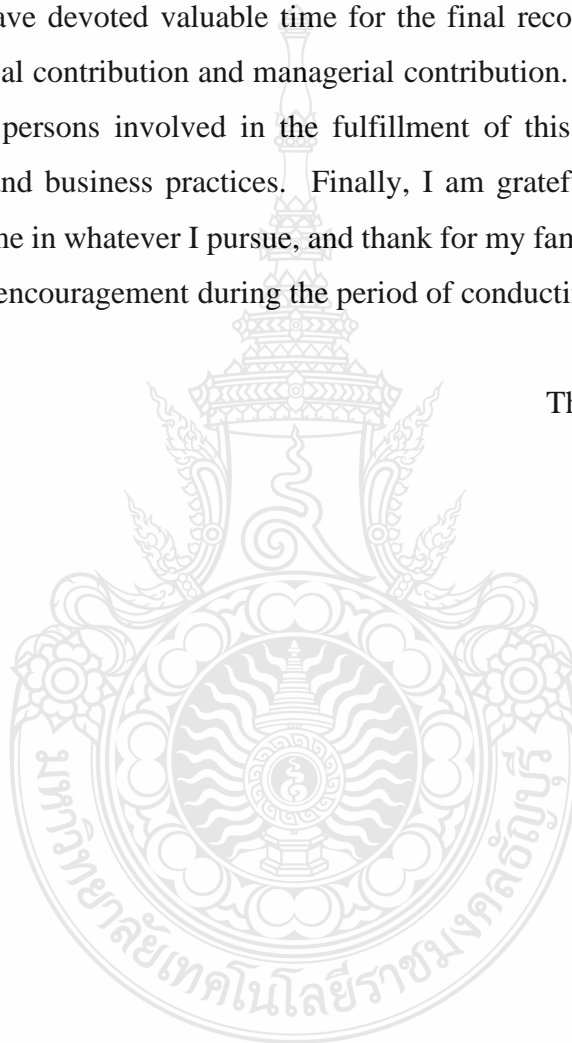


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List of Abbreviations

LMX	Leader-Member Exchange
NGL	New-Genre Leadership
TL	Transformational Leadership
CL	Charismatic Leadership
PS	Project Success
OCB	Organizational Citizenship Behavior



CHAPTER 1

INTRODUCTION

Describes philosophy establish the purpose and objectives of the study and mentions of background and the problem, defines the research questions, hypotheses, presents the theoretical perspective, delimitations, and limitations and significance of the dissertation material.

1.1 Background and Statement of the Problem

Today's real estate industry is the key economic sector that substantial kick-starts the economy particularly in developing countries (Zhang, 2010, p. 1). Thailand's government has set out to stimulate economic activities through investment in the real estate industry, for example supportive policy to the developers and constructing more residential abodes. Thailand's government is currently aiming to revive the real estate sector, stimulating start-ups, rebuilding investors' confidence. Moreover, increasing the number of deed transfers should build developers' finances and boost investment so that the country's economy grows (Thirapatsakun, 2016, p. 1). There are strong systemic linkages between the real estate industry and other industries, for example property, construction materials, home decoration, electrical appliances, finance, transportation, etc. It is evident that the real estate industry is a major economic driver in developing the domestic economy (Zhang, 2010, p. 1).

Currently, Bank of Thailand announces 'Macroprudential Measure' (Bank of Thailand, 2018, p. 3) for housing loans to prevent risky behavior from being expanded widely and to enhance banks' creditable considering for accommodation well. This measure will help support sustainable economic truly. People who take loans to purchase housing can pay for a more reasonable price and unable to take more credit, which they cannot pay back. Hence, these people can own the house within their capacity to pay the instalment. In case of purchasing for investment, can take risk better and will gain less effect from price-reduction of real estate. Moreover, real estate business persons can plan for more appropriate investment, which will reduce risks in future oversupply. The financial institutes will get good quality debtors, reduce financial reserves in future, gain

more capacity to support risk from the uncertainty of insurance value in future, enhance financial economics, and the stability of country for sustainable extension of real estate industry.

As of 2019, the demand for accommodations in Thailand has decelerated. Thus, the Thai government announced the policy to provoke real estate marketing in two essential measures as following; 1) Measure for a tax deduction for the 1st purchasing of accommodations under 5 million baht which deduct the individual income tax for the original amount of purchasing within 200,000 baht. 2) Measure for a fixed amount of purchasing under one million baht per unit which will reduce transfer fee and mortgage registration fee to .01%. So, the appropriate measures and policy to provoke real estate industry will support the market to adjust its plan for development and expansion of the industry in the future.

The Thai government wants the real estate sector and transportation infrastructure development plan to connect Bangkok with the neighbouring provincial areas. Residential construction projects have risen along the railcar root line such as the railcar Bangkok Mass Transit System (BTS), Sky train, Metropolitan Rapid Transit (MRT), Airport Rail Link and high-speed trains, and tourist destinations, are deemed essential. Most of the housing construction firm focuses on struggling through a crisis of having enough skilled co-worker in the context of immigrant workers work with leaderships in the construction project. They lack the appropriate knowledge to assess, identify, or understand the consequences of role among the following: new-genre leadership (NGL), leader-member exchange (LMX), and organizational citizenship behavior (OCB), on project success (PS) (project & performance). The issue of workers and leaders in the real estate industry lack and be vague the necessary skills, so developers are not able to identify and assess the relationships between construction and project & performance linkages. Therefore, they transfer the consequences of problems to their customers, such as increasing house prices and more inferior quality standards in the following: materials, payment terms, landscaping, and utilities. These variables affect the competitive pricing structure of the real estate industry.

Meanwhile, increasing productivity is the key to every project's success and companies' competitiveness in the real estate industry. What leads to management and

project success is that good leadership helps improve productivity, quality, and success. Leaders in the real estate industry also play more critical roles in the construction project itself, so therefore, qualified and experienced management is essential to completing construction jobs on time.

The leaders and followers had relationships manner is a crucial factor in the success of projects & performance in various organizations. Several previous studies of finding out the leader and follower dyads transform interest from individuals to share from on the development of trust, respect, and obligations between the relevant parties in an organizational. While, leader-member exchange has not predicted the scale of performance only high levels (R. Ilies, J. D. Nahrgang, & F. P. Morgeson, 2007).

Besides, the leader-member exchange has revealed a differentiated the relationship between a leader and subordinates, and it establishes on the workplace as a result of the constrained resources such as time, energy (Green, Anderson, & Shivers, 1996). Moreover, that leader-member exchange or leader-member exchange had measured instruments as four factors of the multidimensional construct as an effect, loyalty, contribution, and professional respect (Liden & Maslyn, 1998). It is evident that leader-member exchange has much to say about leaders and subordinates when project success is required.

Previous research has demonstrated much evidence about the accomplishment of real estate projects, and the critical success conditions are aspects of leadership: new-genre leadership, charismatic leadership (CL), transformational leadership (TL), and transactional leadership. Dow Jr (1969), Oberg (1972) and Runciman (1963) have stated that leadership comes from formal complex organizations can and does exist, and it will lead to successful project development and execution in those organizations. Most research found that new-genre leadership performs a unique role in the success of organizations. Moreover, for the context of transformational leadership, leaders emphasize higher delegated of motivational relationship development with subordinates by the designate of creating and representing what the future could be (Bass, 1997). Thus, as have regarding the idea of charismatic leadership, by Conger and Kanungo (1998) indicated that followers identify with their respective leader's charisma or attractive traits such as personality outgoingness, these characteristics are charismatic leadership. The

positive effecting of the new - genre leaderships (transformational leadership and charismatic leadership) distinctive on many organizational outcomes emphasize their relevance (Bass, 1998). Whereas, these resulted have published in available of leadership scholar to applied settings (Dumdum & Lowe, 2002; Judge & Piccolo, 2004). Moreover, the illustrate imagination of the charismatic leadership one in whom followers can express their ideas and sentiments. They play the trigger of their followers to support the leader's role of loyalty, trust, and dedication, are models identification, and cause and achieve ambiguous and vague goals, are those as House (1977) had mentioned that "leaders who by force of their abilities are capable of having profound and extraordinary affected on follower", these implicit encourage the charismatic leadership. Also, organizational citizenship behavior not only promotes effective outcomes (Organ, Podsakoff, & MacKenzie, 2005). Moreover, social capital increases in organizations as well, such as the relationship improving the co-workers leading to better trust and liking people (Bolino, Turnley, & Bloodgood, 2002).

The previous empirical evidence suggests for forecaster for effectiveness in temporary organizations and project that whereby organizational citizenship behavior enhances intra-organizational performance. Also found that citizenship behavior are still tribute in inter-organizational (Autry, Skinner, & Lamb, 2008). As well, organizational citizenship behavior makes permanent organizations more effective so that project management becomes more cohesive and the project team through organizational citizenship behavior implements policies and procedures that persuade to success.

Management success of the project in the real estate industry relies on many essential practices such as level of knowledge, leaders, construction, technology, workers, and so on. There are many parties where both the public and private organization sectors provide their input involved and several processes or various phases of work. Hence, the level of project success in a housing construction project in the real estate industry depends on the competencies of managerial management (financial, scope, time, resource, and quality). Although the management success of the project in the real estate organizations industry. It is becoming more complicated than in the past decade. Therefore, some sophisticated approaches are necessary to deal with leadership, team building, team effectiveness, practices, and the procedures of activity of project

implementing such as initiating, planning, financing, designing for approving, implementing, until completing a project (Takim, Akintoye, & Kelly, 2004). The project management in a housing construction project in real estate organizational industry in a quantitative subject like management success of the outcome emerges from the ten bodies of knowledge areas, these are consisting of as follows: project integration, project scope, project time, project cost, project quality, project human resource, project communication, risk management, and project procurement (PMI, 2000). Thereby, the successful management of a project depends on knowledge and proper use of workforce management in all processes of the real estate industry. A project that cannot avoid a shortage of skilled labor or unskilled labor encounters major problems, for instance delays, unhappy customers and wasted time. Furthermore, immigrant workers are essential to the industry because both skilled and unskilled laborers work with the local workforce. The real estate organization industry in Thailand must be dynamic enough to respond to changes in the global economy. Also, Thailand had promoted the digital era government policy affecting the social, economic, and technological have government challenges affecting all industries and business situation are different from those of the last century in the housing construction in the real estate industry. This emerging facing novel of the desire of clients, companies, and employees has several optional. The real estate industry business must have to employ state-of-the-art strategies and best practices so that the goals and requirements of construction can achieve.

1.2 Significance of the Study

The dissertation attends to important components that lead to the project success (project & performance) perspective. An objective here is to illustrate the impact of cross-cultural workers and leaders on firms' projects & performance linkages, given that there is a key in finding enough for successfully completing construction jobs.

From the investigation of project management to success had defined as the completion of construction projects for organization industry as housing construction in the real estate industry within specific management parameters, of these process on the project management. Also, the seeks to advocate a growing perception of the mechanisms through these constructs are leader-member exchange, new-genre leadership (charismatic

leadership and transformational leadership), and organizational citizenship behavior. These constructs are playing essential roles in project success, as the conceptual model had created.

Besides, this study investigates both theoretical and practical significances for the completion of construction projects. First, it studies the relationships that emerge in the contexts of new-genre leadership, which include the components of transformational leadership and charismatic leadership, organizational citizenship behavior and project success. It does this by considering the relationship potential of various aspects, ranging from exogenous variables to endogenous variables elicited in the conceptual framework. The role of constructs and new-genre leadership are buttressed by analyses of transformational leadership and charismatic leadership, which have the potential to mediate between organizational citizenship behavior, and project success. Secondly, we attempt to enhance our understanding of the role of developed a moderated mediation analysis. To reveal that leader-member exchange moderates the relationship between new-genre leadership, which includes the components of transformational leadership and charismatic leadership, which can potentially on project success. To date, the research on these aspects of the construction projects in the real estate industry is minimal. Third, the dissertation considers aspects of trait increment from the perspective of new genre leadership (charismatic leadership and transformational leadership) and how these influence project success. Fourth and finally, there are conceptual, methodological, and paradigmatic reasons further support of the new knowledge and successful practices of project management in construction projects. The crisis concerning subordinate (immigrant workers) and leadership complementarity to increase causal ambiguity to improve both new-genre leadership and their threshold project & performance on project success are discussed in detail here.

1.3 Purpose and Objectives of the Study

This conceptual framework is entering the debate and filling the previously discussed gaps of theory. Provide insights for research and practice for the housing construction project in the role of the real estate industry (i.e., new-genre leadership) on a potential mediator (i.e., leader-member exchange) of the project success relationship.

New-genre leadership is an interest as a Leadership strategy, and there remains an ongoing debate concerning its role in project success. (Yammarino, Spangler, & Bass, 1993). The interest is a critical factor between new-genre leadership and project success context, given that it refers to sensing and responding to motivation developments through organizational citizenship behavior. The contribution that this study makes is twofold:

1.3.1 Its contributions new-genre leadership to the project performance literature by examining whether project success has a complementary effect on the potential mediator (i.e., organizational citizenship behavior) of the project performance-project success relationship, and;

1.3.2 It contributes to the following: First, the potential moderating effect of the leader-member exchange (LMX) in the association between transformational leadership (TL) and organizational citizenship behavior (OCB). During the time, had one more side of the potential moderating effect of the leader-member exchange (LMX) in the association between organizational citizenship behavior (OCB) and project success (PS)(project & performance) was a test. Besides, in the same model, to measure the relationship between transformational leadership (TL) and project success (PS) (project & performance). Second, in the same model, had to the potential moderating effect of the leader-member exchange (LMX) in the association between charismatic leadership (CL) and organizational citizenship behavior (OCB) was tested, along with the measure moderating impact of the leader-member exchange (LMX) in the association between organizational citizenship behavior (OCB) and project success (PS) (project & performance).

1.4 Research Questions and Hypotheses

1.4.1 Research Question

The research methodology used here is the quantitative method, which explicitly attempts to answer the following research questions and related hypotheses.

Question 1: Is there any positive direct effect of new-genre leadership, with transformational leadership, related to the project success, including project and performance, of leaders at the workplace or construction site?

Question 2: Is there any positive direct effect of new-genre leadership, with charismatic leadership, related to project success including project and performance of leaders at the workplace or construction site?

Question 3: Is there any positive direct effect of new-genre leadership, with transformational leadership, related to organizational citizenship behavior of the leaders at the workplace or construction site?

Question 4: Does organizational citizenship behavior mediate the relationship between transformational leadership and project success including project and performance?

Question 5: Is there any positive direct effect of new-genre leadership with charismatic leadership related to organizational citizenship behavior of leaders at the workplace or construction site?

Question 6: Does organizational citizenship behavior mediate the relationship between charismatic leadership and project success including project and performance?

Question 7: Does organizational citizenship behavior mediate the effect of transformational leadership on project success including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual-level leader-member interchange is distinctive?

Question 8: Does organizational citizenship behavior mediate the effect of charismatic leadership on project success including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual-level leader-member interchange is distinctive?

1.4.2 Hypotheses

Hypothesis testing enables to derive inferences from a sample that could extend to a population (Graziano & Raulin, 2004). Hypotheses had been testable and adequate for the research purpose (Cooper, Schindler, & Sun, 2006; Creswell, 2005). By these hypotheses are tested to determine possible relationships between exogenous, endogenous, and moderated mediation analysis applies devised for the study.

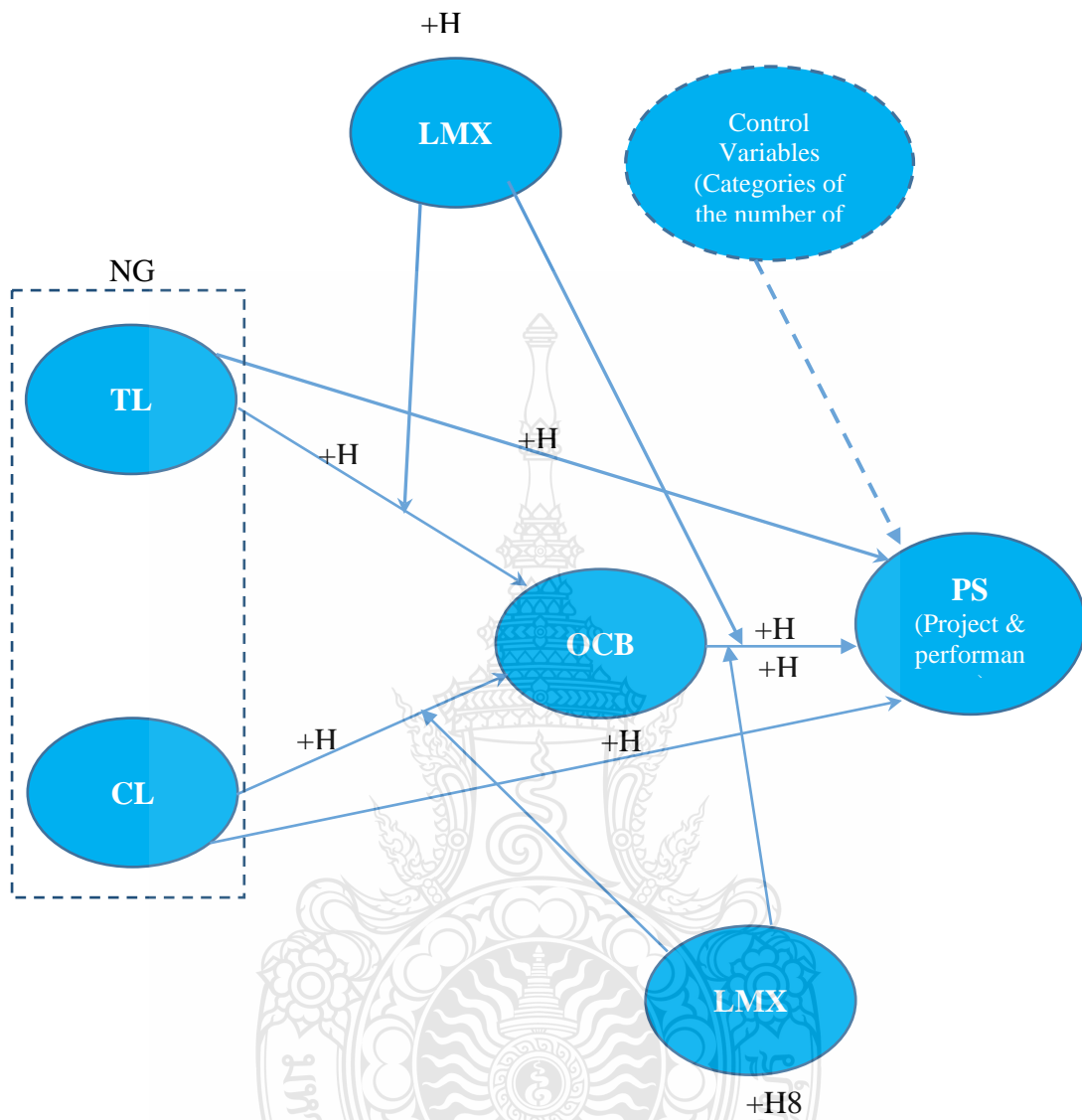


Figure 1.1 Hypothesized Conceptual Model for the role among constructs

To answer Research Question 1 and 2: are explain supporting hypothesis following: Research Question 1: Is there any positive direct effect of new-genre leadership, with transformational leadership, related to the project success, including project and performance, of leaders at the workplace or construction site?, and Research Question 2: Is there any positive direct effect of new-genre leadership, with charismatic leadership, related to project success including project and performance of leaders at the workplace or construction site? previous research mentioned the related hypotheses and demonstrated such evidence as existing in the real estate industry. Most research was concerned with new-genre leadership which played an important role in organizations' success. Avolio (2005) mentioned that charismatic and transformational leadership theories emerged as the most repeatedly researched theories over the past more than 20 years. There as a new-genre of leadership theory, alternatively labeled as charismatic and transformational has emerged (Avolio, 1999; Conger & Kanungo, 1998). The positive affecting a new-genre leadership (the transformational leadership and charismatic leadership) on many organizational outcomes underscore their relevance (Yammarino et al., 1993). Whereas, Keegan and Den Hartog (2004) found and confirm that the relationship is evident between transformational leadership and outcomes had positive effects. Similarly, Zhu, May, and Avolio (2004) have demonstrated that a new-genre leadership (charismatic and transformational leadership) positively related with leadership effectiveness outcomes across numerous and several types of institutions instance productivity and turnover. Hence, the following hypothesis was posited: expressed the support for latent variables related to the constructs along the lines of hypothesis 1 (H1) and hypothesis 2 (H2).

Hypothesis 1: New-genre leadership, with the components portion of transformational leadership, has a positive influence on project success (project & performance).

Hypothesis 2: New-genre leadership, with the components portion of charismatic leadership has a positive influence on project success (project & performance).

To answer Research Question 3: Is there any positive direct effect of new-genre leadership, with transformational leadership, related to organizational citizenship behavior of the leaders at the workplace or construction site? For encourage of the hypothesis, Shamir, House, and Arthur (1993) reported that transformational leaders promote subordinates to accept the organization's vision, mission, and goals. Thus, leading to feelings of belonging identity, and these, in turn, enhance subordinates' organizational citizenship behavior. Furthermore, Bass and Avolio (1990) demonstrated that transformational leaders have the motivating abilities to inspire subordinates to perform above expectations selflessly and challenge the status quo. Whereas, Podsakoff, MacKenzie, and Bommer (1996) showed that leaders increase their followers' efforts. In addition to the requirements of the job description and thus execute more organizational citizenship behavior. Hence, the following hypothesis has been described as supporting latent variables related to the constructs along the lines of hypothesis 3 (H3).

Hypothesis 3: New-genre leadership, with the components portion of transformational leadership, has a positive influence on organizational citizenship behavior of leaders at the workplace or construction site.

To answer Research Question 4: Does organizational citizenship behavior mediate the relationship between transformational leadership and project success including project and performance? according to Moorman, Niehoff, and Organ (1993) people's perceptions of justice are highly participatory with organizational citizenship behavior, opinions here include establishing the quantity of trust and motivation to carry about improvements of workforce. Moreover, Podsakoff, MacKenzie, and Ahearne (1997) found that by increasing the efficient use of resources, organizational citizenship behavior supported job performance and boosted workers' productivity. Hence, the following hypothesis was posited: expressed the support for latent variables related to the constructs along the lines of hypothesis 4 (H4).

Hypothesis 4: The indirect effect of transformational leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance).

To answer Research Question 5: Is there any positive direct effect of new-genre leadership with charismatic leadership related to organizational citizenship behavior of

leaders at the workplace or construction site? There has been some research. (Organ et al., 2005) described the support for latent variables that construct links with hypothesis 5(H5). Specifically, there are organizational citizenship behavior, which are voluntary individual behavior that are not directly admitted by the reward system. The five dimensions of organizational citizenship behavior include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. According to Lowe, Kroeck, and Sivasubramaniam (1996) discovered that charismatic leadership was a positive relationship with performance. Conger and Kanungo (1998), House (1977) described charismatic leaders as being able to get followers to go beyond their expectations and do better than they usually would. Hence, the following hypothesis was posited: expressed the support for latent variables related to the constructs along the lines of hypothesis 5 (H5)

Hypothesis 5: New-genre leadership, with the components portion of charismatic leadership, has a positive influence on organizational citizenship behavior of leaders at the workplace or construction site.

To answer Research Question 6: Does organizational citizenship behavior mediate the relationship between charismatic leadership and project success including project and performance? according to Moorman et al. (1993) people's perceptions of justice are highly participatory with organizational citizenship behavior, opinions here include establishing the quantity of trust and motivation to carry about improvements of workforce Meanwhile, the managerial performance in making project success possible functional of new-genre leadership relationship to organizational citizenship behavior and job performance on the project itself. Moreover, Podsakoff et al. (1997) found that by increasing the efficient use of resources, organizational citizenship behavior supported job performance and boosted workers' productivity. Hence, the following hypothesis was posited: expressed the support for latent variables related to the constructs along the lines of hypothesis 6 (H6).

Hypothesis 6: The indirect effect of charismatic leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance).

To answer Research Question 7 and 8: are explain supporting hypothesis following: Research Question 7: Does organizational citizenship behavior mediate the effect of transformational leadership on project success including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual–level leader-member interchange is distinctive?, and Research Question 8: Does organizational citizenship behavior mediate the effect of charismatic leadership on project success including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual–level leader-member interchange is distinctive? The Strategy literature, proposed the differentiated relationship between a leader and subordinates, which determines the overall effectiveness of the leader, and the quality of the ties predicts different outcomes (Gerstner & Day, 1997).

Therefore, the value of a leader-member exchange relationship depends on social exchange, meaning that the leader and subordinates should contribute resources valued the exchange as fair (Liden, Sparrowe, & Wayne, 1997). Moreover, that leader-member exchange or leader-member exchange had measured instruments as four factors of the multidimensional construct as an effect, loyalty, contribution, and professional respect (Liden & Maslyn, 1998). Whereas leader-member exchange has much to say about leaders and subordinates when project success is required.

For penetration for this couples well with leader-member exchange, suggesting transformational leaders provide followers with personal consideration. In an essential substantiation of this claim, Podsakoff et al. (1996) examined 1,539 employees within varied industries and organizations and at differing work levels. In a thorough analysis, the researchers concluded in their discussion of aggregate effects that only employee courtesy and trust factors were the significant moderating variables on transformational leadership. Consequently, evidence suggests that leadership does lead to follower trust and team effectiveness to build the foundation of trust as a precondition for optimizing team effectiveness.

While past research of which has directly tested the relationship between leader-member exchange and organizational citizenship behavior has shown that exchange relations had a significant, positive effect on citizenship behavior. (Manogran & Conlon,

1993) found that leadership substitutes accounted for significantly more variance in two dimensions of organizational citizenship behavior (i.e., civic virtue and sportsmanship) than transformational leader behavior. While, a higher relationship of quality leader-member exchange or leader-member exchange has not predicted the scale of performance only high levels (Remus Ilies, Jennifer D Nahrgang, & Frederick P Morgeson, 2007). Although few studies revealed that leader-member exchange quality was related to leadership and follower performance e.g., (Cheng, Shieh, & Chou, 2002), researchers did not provide a specific explanation on how leader-member exchange with new-genre leadership influence follower performance. The leader-member exchange relationship becomes rational to seek benefits at the workplace or site (Manzoni & Barsoux, 2002). Tierney, Farmer, and Graen (1999) found that relationship performs as a motivating factor for the subordinate where depend on the degree of the leader-member exchange. However, Gerstner and Day (1997) found that the leader-member exchange relationship positively relates to outcomes. A rationale to explain how leader-member exchange mediates the relationship between new-genre leadership and follower performance is regarding the quality of a social exchange relationship. The following proposed:

Hypothesis 7: Individual-level leader-member exchange moderates on project success (project & performance) via organizational citizenship behavior, with the transformational leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site.

According to Moorman, Niehoff, and Organ (1993), people's perceptions of justice are highly participatory with organizational citizenship behavior; opinions here include establishing the quantity of trust and motivation to carry about improvements of the workforce. Autry et al. (2008) reported that organizational citizenship behavior drive effectiveness in permanent organizations. Meanwhile, the managerial performance in making project success possible functional of new-genre leadership relationship to organizational citizenship behavior and job performance on the project itself. Moreover, Podsakoff, MacKenzie, and Ahearne (1997) found that by increasing the efficient use of resources, organizational citizenship behavior supported job performance and boosted workers' productivity. Based on this rationale, it is expected that the effects of new-genre

leadership, organizational citizenship behavior on project success will be stronger in firms with high levels of leader-member exchange than in firms with low levels of leader-member exchange. The following proposed:

Hypothesis 8: Individual-level leader-member exchange moderates on project success (project & performance) via organizational citizenship behavior, with the charismatic leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site.

1.5 Research Framework

The evidence documented in previous studies is combined in our overall model and generates a contribution to project management by proposing the role of new-genre leadership (NGL), leader-member exchange (LMX), and organizational citizenship behavior (OCB), on project success (PS). The context that the subordinate is immigrant workers in the housing construction project.

A sequence of Analysis for testing the mediation and moderation hypotheses research using moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path). Thus, the method can incorporate latent variables among exogenous variables and endogenous variables as the data is nested; the best way to test multiple mediators together is to use the method suggested by Preacher and Hayes (2004), (2008); Preacher, Zhang, and Zyphur (2011). A Moderated Mediation analysis for testing both mediators and the moderator derived from the code for a single mediator provided by Preacher and colleagues (2011).

Portion study 1: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H1, H3, H4, H7

The implementation used a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path) summarised presentation in figure 1.2 below. A moderated mediation analysis for testing both mediators and the moderator derived from the code for a single mediator provided by Preacher and colleagues (2011). It can be

implemented through the use of an SPSS statistical software package to test the hypotheses.

Portion study 2: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, H8

The implementation used a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – The mediator path and the mediator-dependent variables path). A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, H8, summarised present in figure 1.2 below. The code contains X = charismatic leadership, m = organizational citizenship behavior, W= leader-member exchange and Y = project success.

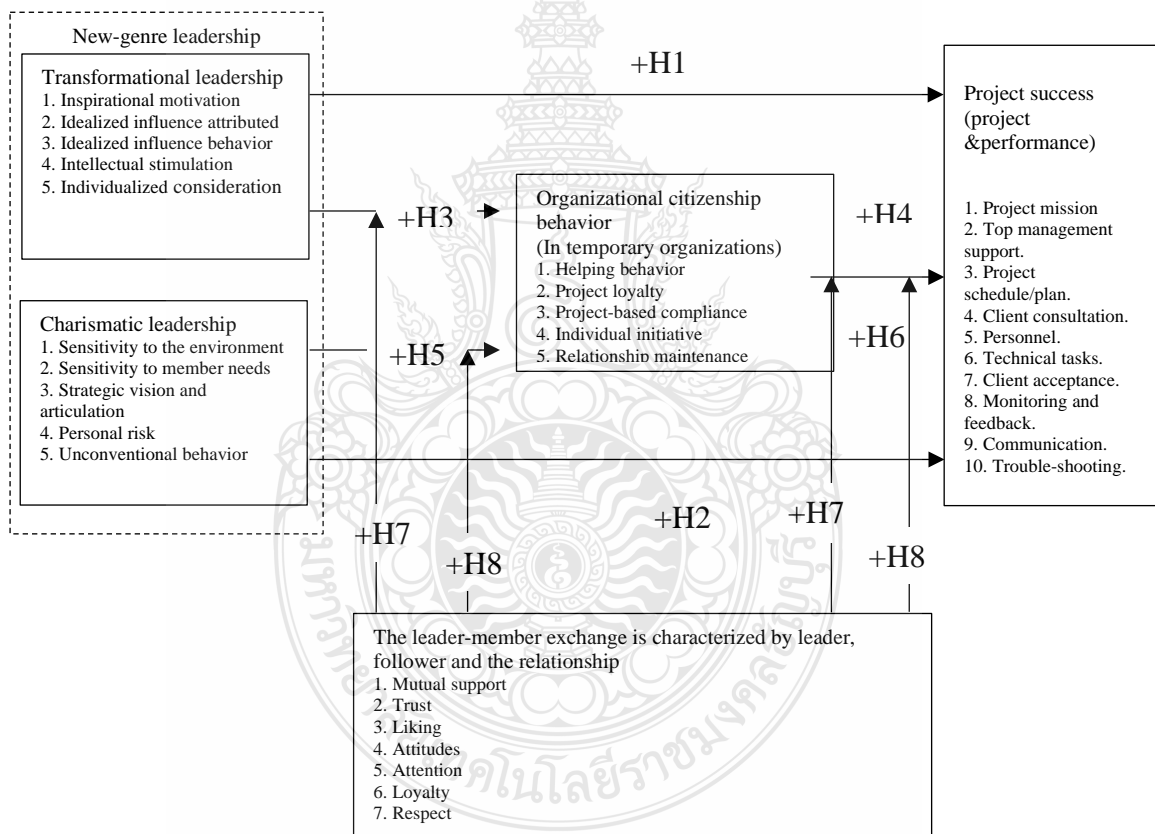


Figure 1.2 Hypothesized conceptual model for the role of among new-genre leadership, which includes the components of charismatic leadership and transformational leadership, organizational citizenship behavior, and leader-member exchange, on project success

1.6 Limitations of the Study

This portion is initiated in terms of some biased responses from participating supervisors and project managers. Both sample groups may have different values arising from tasks and operations regarding the activities that are critical for project management effectiveness. The managers may be overly critical of immigrant workers on construction sites while supervisors may state that the opposite is the case.

1.7 Scope of the Study

This dissertation aimed to generate new knowledge and practices on how to ensure housing construction projects are successful. The relationships among leader-member exchange and new-genre leadership are contributed to by charismatic leadership and transformational leadership, organizational citizenship behavior, and how they are linked to project success. Its hypotheses were developed and explained to answer the research questions. The purpose population for this examined consisted of a sample with 494 managers and had data collected only leader-member exchange variables part from 494 subordinates so that in total were 988 participants. The manager who has to define qualifications is suitable to responsibility the workplace or construction site the following categories of employees as project managers, construction managers, site managers, engineers, architects, project controllers, site administrators, and safety officers.

The following eligibility criteria for selecting participants who could answer the questionnaire were as follows: personnel who are working in housing construction projects in Thailand and work on a project management team. The subordinates are immigrant labours working on housing construction projects. The managers and subordinates (immigrant workers) are both involved in construction projects that vary from “small size” that is sub-plot for distribution, not over 99 plots, or the total area of the project is less than 19 rai. While "medium size" is the number of sub-plots for distribution between 100 - 499 plots or the entire project area under 19 - 100 rai. Last size, “large size” this is sub-plots for distribution more than 500-plots or area of the whole project under 100 rai. The threshold performance of construction site labours or other

workers refers to people from other ASEAN countries such as Myanmar, Cambodia, and Laos, who are working in Thailand's real estate construction industry.

Definitions of Terminology

1. Real estate development refers to a sense of creativity and focus and coordination to realize real estate assets (Neary, 2009).

2. Leader-member exchange as the quality of the ties predicts different outcomes (Krumm, 2001, Gerstner & Day, 1997). Therefore, leader-member exchange is that other relationships develop between leaders and their followers within work units or groups. Moreover, both the physical or mental effort characterised relationships have supported exchanges between the two parties, including material resources, information, and emotional (Liden et al., 1997). Thus, the represented of leader-member exchange separated by three critical dimensions as the leader, follower, and relationship (Graen & Uhl-Bien, 1995). Leader-member exchange in this research study means an effective relationship between leaders and followers, leading to the organisation's value, the effectiveness of work, competency, and efficiency of their organisations. Those components of leader-member exchange include mutual support, trust, liking, attitudes, attention, loyalty, and respect.

3. New-genre leadership is a mindset where leadership focusing on the importance of charismatic leader behavior which to consist of being visionary, inspiring, ideological, and moral values. Also, on another aspect of new-genre leadership style is transformational leadership where individualized attention and intellectual motivation are explicit (Avolio, Walumbwa, & Weber, 2009).

4. The charismatic leadership is natural leaders who arise in critically times as economic crisis, ethical and religious dispute, political distress, with specific gifts that are no available to everybody and exhibit almost magical powers. Which individuals who expose a transcendent mission or course of behavior which appeals significantly to potential subordinates, and then perform on because the subordinates believe their leader is extraordinarily gifted as supernatural, superhuman or exceptional (Dow Jr, 1969; Weber, 1947, 1968).

5. The transformational leadership defined as ones who build on exchange relationships by attaining, intellectually stimulating, and inspiring subordinates to transcend their self-interests for a higher collective purpose (Bass, 1985; Burns, 1978).

6. Organizational citizenship behavior by Organ (1988a) provided a definition conclusion as (1) Individual behavior that is discretionary, (2) not directly or explicitly recognized by the formal system, (3) that in the aggregate promotes the effective functioning of the organization in order.

7. Project success: define for success in organisational project management is a project execution process. The project's performance is achieved comprehensive on the project life cycle as enhancing expected. These are composites with the project management knowledge to ensure that there is adequate coordination within the project elements' activities. Project scope management defines the work scope that needs to be complete to deliver products and services that meet the patterns and quality specified as a target. Project time management determines the activities that performed, define the relationship between the movements, select the duration of each activity required, analyse the sequence of steps to activities duration, demands-resources to prepare and develop project schedules, and control the work schedule changes. Project cost management is the planning of the resources used to complete the project. Cost estimate provides cost budgets and costs manage to complete the project within the approved budget. Project quality management so that every activity of the project operates according to the project's quality standards. Project human resource management is planning the organisational structure of the project to organise the project team. Define roles, duties and responsibilities and chain of command, and acquire human resources based on the organisation's project plan and team formation and team development. Project communication management is a communication plan, data distribution, performance reporting and preparing a report for the administration's closure. Project risk management is a task that deals with determining risk factors, risk analysis, risk avoidance, risk transfer, risk reduction and acceptance of risks. Project procurement management includes planning procurement, requirements, planning of product requirements, and determining potential sources, auction, contract settlement, and termination. Furthermore, control of stakeholders of the project is to understand the expectations of stakeholders.

Also, project management for the organisation's success must provide management knowledge and technology and innovation to work and create a project portfolio for its success.

1.8 Organization of the Study

The proceeded as a correlation field analysis of housing construction projects in the real estate organization industry. This research is setting alignment to describe in detail in the next is chapter two, reviewed the literature from previous research had both theoretical and empirical, to intends to find the relationships among constructions, chapter three including research instruments discussed in detail. All of the instruments have been previously utilized and validated in the published research in the boundary of new-genre leadership within transformational leadership and charismatic leadership, leader-member exchange, organizational citizenship behavior, and project success (project & performance). In chapter four propose the results which expose that there were significantly related belong to the hypotheses line of constructs on the conceptual framework. Final chapter five, mention the conclusion and recommendations of the research results to implications summaries fact-finding.

1.9 Expected Results

The expected results from this study provided benefits for both real estate business and academic knowledge as in following details;

1.9.1 Results from all hypothesis testing have been confirmed on a moderated mediation analysis model for the role among constructs.

1.9.2 Benefit for business and management sections following:

- a) Organizations in the real estate industry will be able to apply data and results from this study as a guideline to develop a personal training program. These obtained data and results had processed for the establishment of visions and strategic plans of the real estate organizations to fulfill competency for a competition and to become leaders in real estate business.

- b) Leaders in real estate industry able to practice the data and results from this research study as management practices or frameworks to implement within their organizations, which would help achieve the success sustainably.
- c) Individual contributed when personnel in real estate organization received results from this research for personal development as a good member of the organizations. They can understand their jobs and can develop themselves had to succeed as best as they can. According to their abilities, this will lead to the sustainable success of the organizations
- d) Organizational in different industries able to possible adapted results from this research as directions for strategic plans as well as policies for efficient and competent management of organizations. The processed data will help as a practice for advantages in competition and sustainable success of the real estate organizations.

1.9.3 Advantage for Academic Purpose

Scholars in the field will possibly manipulate and apply the results as a guideline for further research or add up in academic knowledge organization upon related areas. These results will be distributed in public for available on interested people as knowledge for organization development to their highest capability to implement for sustainable success in organizations.

CHAPTER 2

REVIEW OF THE LITERATURE

2.1 Introduction

This chapter to find the relationships among new-genre leadership, leader-member exchange, organizational citizenship behavior in the project (in temporary organizational), and project success. These review of the literature helps articulate how housing construction in the real estate industry in Thailand are struggling to find the threshold performance in the context of immigrant workers who are employee in the country's construction site projects.

Each construct is link to the concepts of new-genre leadership, leader-member exchange, and organizational citizenship behavior in the projects which can play a part in project success. Meanwhile, the survival and profits of any firm depend on how well a project was managed. The success of housing construction project in the real estate organizational industry is established on this the ten bodies of knowledge areas of project management (PMI, 2013).

2.2 Real Estate Industry and Immigrant Workers in Thailand

Thailand's economy has in recent times deteriorated due to the global economic slowdown and it has been rapidly exacerbated by political uncertainty, with a general election scheduled for November 2018 to 'clear the air'. This domestic uncertainty has caused Thailand's ruling junta to delay disbursements of the government's budget for public sector projects. Migrant workers who mostly came from Myanmar have fled the country due to the new labour regulations adopted by the military government. There are jobs that Thais will not do because they feel they are inadequate to their needs. So, a labour shortage in business means that some companies cannot progress in their industry. Currently, the Thai real estate industry contributes a lot to the gross domestic product (GDP). In 2017, Thai reported that the GDP in the industrialized world grew by an average of 3.5% (Office of the National Economic and Social Development Council, 2017, p. 3). Thailand's GDP expected to grow by more than 3.5% in 2018. The report of Government Housing Bank (GHP) revealed the direction of real estate industry continues

expanding due to the establishment of the ASEAN Economic Community (AEC) in 2015. The cooperation of AEC country group causes the real estate industry in Thailand to grow more and more (Government Housing Bank, 2017) .

Moreover, the demand for what the real estate industry can offer has declined due to inflation. The Thai Real Estate Association have reported that the real estate industry should be developed sustainably and efficiently along the lines of best practice. Part of this is strategy is to increase overseas investment to 7.5% each year so that by the year 2020, all Thai households will own their own or be living in their own houses (Government Housing Bank, 2014, p. 29). The Thai real estate business is an important sector the economy in that it creates employment, production, consumption, and more land set aside for development. According to the data on company registration in November 2015, the highest value of company registration in real estate amounted to 3,338 million Baht, which is equal to 21% or 1 in 5 total registered capitals of all businesses. It was one of the top three industries with a national impact with reference to the amount invested in it. The objective of investment is to generate profit, rent, trade of land, housing estates, condominiums, commercial buildings, etc. All these require high value investment, but investors need to know that their opportunity is linked to a suitable strategy that results in a successful project portfolio. In December 2015 the real estate industry witnessed business extension company registration in the Bangkok Metropolitan Area (BMA) and vicinities, such as PathumThani, Nonthaburi and Samut Prakan provinces. This enabled 103 firms or the equivalent of 45% of all businesses to second place in terms of registered companies. Company registration is now widespread across the country. It is noticeable that the investors register in the important cities where potential purchasers live and need housing, more houses or new houses.

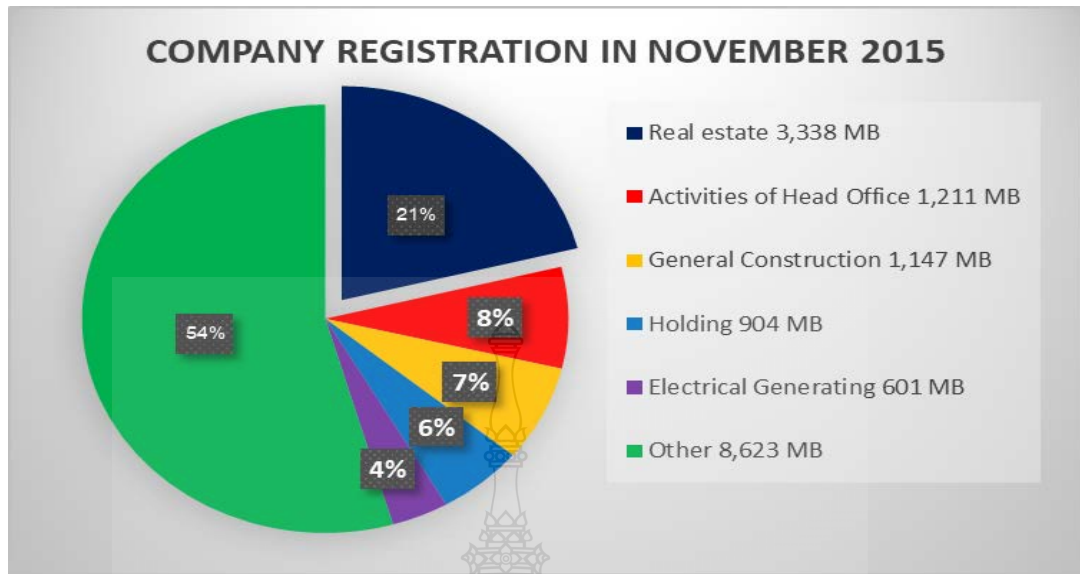


Figure 2.1 Construction Company registration data

Source: Business Data Warehouse of Department of Business Development, 2558, pp. 1-4

Currently, there are 50,468 real estate firms which can be divided into 3 types or categories: 46,707 firms equal to 92.5% as limited companies; 3,663 firms equal to 7.3% and constitute a limited partnership; and 98 firms equal to 0.2% which are public limited companies. The nationwide value of the registered capital of these legal entities is 3,521,229 million baht and this can also be organized into three categories: firstly, 2,185,833 million baht or equal to 62.1% for public companies; secondly, 1,318,746 million baht or equal to 37.4% for limited companies; and thirdly, 16,650 million baht or equal to 0.5% for limited partnerships. Referring to the data, it is evident that public companies lead the investment trend in Thailand's real estate industry. In terms of gross quantity, 40% of legal entities are located at Bangkok, 21% are situated in the eastern part of Thailand and 16% can be found in the southern part of Thailand.

OVERVIEW OF BUSINESS

The quantities of existing legal entities: 50,468 firms

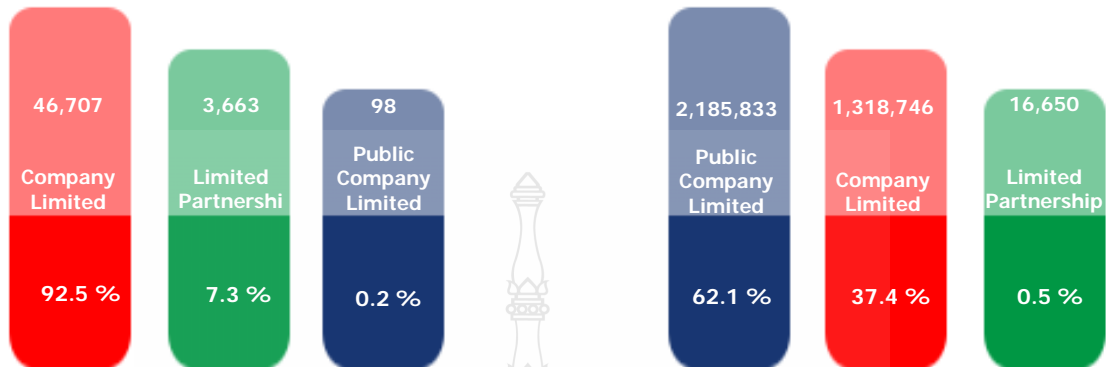


Figure 2.2 Overview of Business data

Source: Business Data Warehouse of Department of Business Development, 2558, pp. 1-4

Construction industry project management is a core of the business of the Thai real estate industry, and it leads to success or failure of project portfolios. Human capital has to be well deployed on construction projects to increase productivity and the success of the end result (Holt, Love, & Jawahar Nesan, 2000). Immigrant labour management is the most important function in all construction management enterprises of emerging countries with market-type economies. The construction industry acts as a hub for other industries, and it is one of the great sources of employment (Abdul-Rahman, Wang, Wood, & Low, 2012; Fauzi, Hasim, & Mustafa, 2018; Ive & Gruneberg, 2000). However, currently, Thailand's construction sector is experiencing acute labour shortfall due to its being a difficult, dirty and dangerous as call "3-D" (Abdul-Rahman et al., 2012), so much so that construction workers must recruit from other countries (Dainty, Cheng, & Moore, 2005).

Historically, Thailand's construction industry has relied on much foreign capital and is labour intensive. According to Thirapatsakun (2016, p. 29) the huge infrastructure projects in Thailand require tremendous numbers of construction workers, professional workers and general labours, where the emphasis is on improving productivity through

the effective use of human resources management. This part of the industry requires good leadership, personnel's job satisfaction, good training and development skill program, acceptable wages and benefits, a high level of mechanization and technology, monetary incentive, and good evaluation tools that enhance productivity. Yet, it is the case that most immigrant workers who work on construction sites are generally not skilled enough.

The Thailand real estate industry is characterized by poor wages, hard and dangerous work, rapid work that compromises quality, and generally suspected by the rest of society for overall poor results. Most workers on construction sites are farmers or ex-farmers, people from other developing countries, immigrant workers, chronically unemployed persons and others. Many of Thailand's construction industry come from Myanmar (Thirapatsakun, 2016, p. 27). Among the imported immigrant workers in Thailand, 996,607 or 68.94% of labours out of the total of 1,445,575 are Myanmar immigrants; 243,424 labours of the total workforce are in fact immigrant construction workers (Department of Employment, 2017, p. 6).

It is therefore essential that new objectives are developed so that immigrant workers are trusted, and they can in turn commit to improving their performance so that they are productive, efficient and effective. Moreover, characteristic of the housing construction in real estate industry is the execution of land acquisition, where leverage land use planning, development appraisal, purchased and procurement of works design, construction, and marketing vary throughout the country.

This study looks at the process of real estate development for residential (housing project) and focuses on project management where success is essential.

2.3 New-Genre Leadership

The new-genre leadership is a mindset where leadership focusing on the importance of charismatic leader behavior which to consist of being visionary, inspiring, ideological, and moral values. Also, on another aspect of new-genre leadership leadership style is transformational leadership where individualized attention and intellectual motivation are explicit (Avolio et al., 2009). According to Steers, Porter, Steers, and Bigley (1996) discovered that leadership is an essential constituent for understanding the behavior of individuals in organizations. Bass (1990) Hunt (1991), and Bryman (1992)

describe charismatic leadership as being very closely related to transformational leadership. Moreover, the traditional theories of leadership versus new-genre leadership theories, as providing direction and support, leader-follower exchange relationships, setting goals, these described terms of leader behavior -follower relationships, exchange, which these had referred by Bryman (1992).

Liao and Chuang (2007), and Walumbwa, Avolio, and Zhu (2008) find out support that charismatic or transformational leadership positively influenced followers' commitment, satisfaction, identification, perceived fairness. Whereas, Piccolo and Colquitt (2006) augmented that charismatic or transformational leadership did positively influence effecting job characteristics. Wang, Law, Hackett, Wang, and Chen (2005) asserted that charismatic, transformational leadership was basically about trust in the leader. Bass, Avolio, Jung, and Berson (2003) found that charismatic, transformational leadership is about how to subordinate come to perceived emotional about themselves and their workgroups.

New-genre leadership, a new form of leadership behavior, provides direction and support, leader-follower exchange relationships, setting goals for success across different types of organizations and situations. The new-genre leadership focuses on charismatic leadership which consists of visionary, inspiring, ideology, and moral values as well as transformational leadership which influences followers' commitment, satisfaction, identification, perceived fairness and so on...

2.3.1 Charismatic Leadership

Barnhart (1995, p. 117) stated the term 'charisma' derives from several Greek words that transmit the meanings of grace, favour, and rejoicing.

Weber (1947) stated that charismatic refers to individuals who expose a transcendent mission or course of behavior which appeals significantly to potential subordinates, and then perform on because the subordinates believe their leader is extraordinarily gifted as supernatural, superhuman or exceptional (Dow Jr, 1969).

Charisma was unique in that it was authority emanating from the leader's personality. In particular, rational-legal authority received the deference of people to rules and legal norms while traditional authority depicted personal loyalty to authority. Furthermore,

Weber (1968) stated that charismatic leaders are natural leaders who arise in critically times as economic crisis, ethical and religious dispute, political distress, with specific gifts that are no available to everybody and exhibit almost magical powers.

Charismatic leadership exhibits modeling desirable behavior, articulating ideological goals such as a transcendent goal or vision, communicating high expectations to followers, setting challenging goals for them, and expressing confidence in followers' ability to fulfill expectations. House (1977) proposed that outcomes of behavior would include commitment, identification with an emulation of leader's value, goals, and action, follower self-confidence, and trust, extraordinary competence, and the subordinates' belief that their leader will bring about social change. Previously period, House (1976) and his colleagues refined his theory to explain how charismatic leaders transform followers. Such as those followers motivated by the charismatic leader's ability to enhance their self-concept by changing their collective identity, increasing their self-efficacy, altering their perception of the task, and providing an attractive future, so these four effects enabled by the charismatic communication of a meaningful vision.

Bass and Avolio (1993) contended that followers identify better with charismatic leaders than non-charismatic ones. Followers identify with leaders who enthusiastically communicate purpose in simple ways and arouse their emotions. Thus, charismatic leaders break down follower resistance to their vision by arousing emotions and communicating in a simple way (Bass & Avolio, 1993; Kotter, 2012).

Conger and Kanungo (1987) and Conger (1989) formulated charismatic leadership theory by attempting to distinguish between charismatic and non-charismatic leaders based on combinations of leader attributes and behavior. Conger and Kanungo defined charisma as an attribution made by subordinates who experience the attributes and behavior. Hence, they do not see charisma as being solely due to personality factors or situational factors, but as a charismatic leadership between leader and followers. Charisma is not a characteristic that can be attributed to a leader by outside observers but a leader becomes charismatic and thereby followers' attitudes to accept the advocated vision and what is needed to make it successful (Conger & Kanungo, 1987, p. 640). While the leadership attributes and leaders' behavior are important to this theory, Conger and Kanungo placed far less emphasis on attribute and greater emphasis on behavior than

House's theory. Conger and Kanungo (1987, p. 645) asserted that by isolating the behavioral component of charismatic leadership, it may be possible to develop these attributes in managers. Based on the Conger and Kanungo theory is the notion that behavior in the context of charismatic leadership produces better subordinate performance than that in non-charismatic leadership. It is hypothesized that the former will result in better task performance, group cohesion, value congruence, and consensus within the group, as well as a deepening commitment to organizational goals.

The theoretical model scale (CKS) by Conger and Kanungo (1987) and (1988) postulated 5 factors within three stages. The postulated three stages are as follows. For the first stage, sensitivity to environment (SE: factor 1) is concerned with technological, innovations, or construction work and small budgets. Opportunities to improve the organizational products and process are looked for here. Thus, when assessing the environment, followers' needs were carefully evaluated and how often they acted like entrepreneurs. Regarding sensitivity to member needs (SMN: factor 2) it was concluded that the charismatic leader knows what processes could be improved and what followers need to do in order to achieve desired goals. Consequently, the information collected in the first stage helps to formulate strategic vision and articulation (SVA: factors 3) in the second stage. The vision includes a desirable and attainable future state, the leader communicates this vision to stimulate the followers, other members in the organization and the wider public community. In the third stage, personal risk (PR: factor 4) is where people take high personal risk for the sake of the organization such as potential financial loss or the potential loss of power or authority. Finally, in unconventional behavior (UB: factor 5) non-traditional means to achieve organizational goals are demonstrated.

One empirical research study relevant to charismatic leadership theory was conducted by Rowold and Heinitz (2007), who clarified the similarities and differences between transformational, transactional, and charismatic leadership. Meanwhile, a social crisis is often seen a necessary ingredient for the rise of charismatic leadership (Bass, 1990, p. 195; Bryman, 1992, p. 54; Hunt, 1991, p. 201).

2.3.2 Transformational Leadership

Burns (1978) defined transformational leaders as subordinates to perform for specific goals that represent values and the stimulation, the desired, the aspirations and expectations of both leaders and subordinates.

The concept of transformational leaders represented charisma as a component of transformational leadership and not isomorphic concepts (Bass, 1990). Other discussions of charismatic leadership viewed it as an independent concept (Conger & Kanungo, 1987; House, Woycke, & Fodor, 1988). These two types of leaders may be similar but the transformational and charismatic models of leadership should be discussed separately. Whereas transformational leaders attempt to identify existing needs, or demands in followers and seek ways to elevate the followers, transactional leaders base their strategy on an exchange relationship between them and their followers so that the latter's efforts are rewarded.

Burns (1978) and Bass (1985) defined transformational leaders as ones who build on exchange relationships by attaining, intellectually stimulating, and inspiring subordinates to transcend their self-interests for a higher collective purpose. Therefore, consisted of three primary dimensions of transformational leadership was able to the conclusion as charisma, intellectual stimulation and individualized consideration (Bass & Avolio, 1989). Moreover, charisma is inspirational leadership which wields more influence than the other two qualities and involves leaders giving speeches and motivational talks. Intellectual stimulation comes in forms of teaching and coaching of new ways of thinking as well as individualized consideration where all subordinates are treated as important (Bramwell & Tolbert, 1992).

Previously proposed the theory of transformational leaders as ones who have to transform an organization for the progressive (Tichy & Devanna, 1986). Transformational leaders' representative as change agents are courageous, take risks, and work on emotional stability and substantive level with coworker people, they have believed communicate had been a set of core values, and improve competently deal with complex and turbulent. Burns (1978) viewed transformational leaders as seeking to identify existing needs or demands in followers and ways to satisfy those needs.

Meanwhile, they clarify subordinates' goals, causing them to set and accept higher transcendent goals (House, 1977).

Avolio, Zhu, Koh, and Bhatia (2004) and Lindgren and Packendorff (2009) in their studies on frontline leaders, concluded that to be successful, there are four dimensions that make up transformational leadership: inspirational motivation (IM), idealized influence attributed (IIa), idealized influence behavior (IIb), intellectual stimulation (IS), and individualized consideration (IC). The idea of inspirational motivation (IM) refers to articulation to the representation of vision, and a leader communicates a vision that is appealing to followers and provides them with challenging assignments and enhanced expectations because the leader is optimistic and enthusiastic. Meanwhile, idealized influence attributed (IIa) is demonstrated as establishing dignity in and respect for the follower identifies closely with the leader. The idealized influence behavior (IIb) is a representation of a trustworthy and vigorous role model to followers, as behavior that stimulates robust subordinate's emotion and identification with the leader. For the next dimension, intellectual stimulation (IS) is one where subordinates are contributed to questioning create ways of solving problems. Regarding the last dimension, individualized consideration (IC) includes an understanding of the needs and abilities of each subordinate so that the individual subordinate is empowered.

The leadership skills of a project manager or supervisor have been frequently closely linked to successful output in project management. New-genre leadership includes leadership with a charismatic leader manner, being visionary, inspiring, ideological, and moral values. Other portions transformational leadership has traits including of intellectual stimulation, idealized influence, inspirational motivation, behavior, and individualized consideration the conclusion for the subscales of new-genre leadership summaries presents in Table 2.1 below.

Table 2.1 Summary of new-genre leadership scale , including combination the subscales of MLQ-5X and CKS

MLQ	CKS
Inspirational motivation (IM).	Sensitivity to the environment (SE).
Idealized influence attributed (IIa).	Sensitivity to members' needs (SMN).
Idealized influence behavior (IIb).	Strategic vision and articulation (SVA).
Intellectual stimulation (IS).	Personal risk (PR).
Individualized consideration (IC).	Unconventional behavior (UB).

Source: new-genre leadership: assessing the convergent, divergent and criterion validity of the MLQ and the CKS, p. 123, by University of Munster (2007).

In this study, new-genre leadership which is a new form of leadership behavior, provides direction and support, leader-follower exchange relationships, setting goals for success across different types of organizations and situations. The new-genre leadership focuses on charismatic leadership which consists of visionary, inspiring, ideology, and moral values as well as transformational leadership which influences followers' commitment, satisfaction, identification, perceived fairness.

The charismatic leadership is a complex moral relationship between people based on trust, obligation, commitment, emotion, share vision of good as well as how leaders interact with social and organizational cultures with the quality behavior which would be determine by leaders' performances. The subscales of charismatic leadership are sensitivity to the environment, sensitivity to members' needs, strategic vision and articulation, personal risk, unconventional behavior.

The transformational leadership transform organization progressive, take risks, set of core values, improve competency, deal with needs or demand of followers, deal with complexities and turbulences, and develop team-working for the Project Success. It represents values, stimulation, desire, aspirations, and expectations of both leaders and followers. The transformational leadership subscales include individualized consideration, inspiration motivation, idealized influence attribute, idealized influences behavior, and intellectual stimulation.

2.4 Leader-Member Exchange

leader-member exchange is a concept that grew out of the Vertical Dyad Linkage (VDL), in the mid-1970s (Dansereau Jr, Graen, & Haga, 1975). The modification model of the VDL branched into two separate models as the leader-member exchange and individualized leadership (Schriesheim, Castro, & Cogliser, 1999). Krumm (2001) defined leader-member exchange as the quality of the relationship between the leader and follower, which determines the overall effectiveness of the leader, and quality of the ties predicts different outcomes (Gerstner & Day, 1997). While a high-quality leader-member exchange relationship depends on social exchange, meaning that the leader and subordinates should contribute resources valued the exchange as fair (Liden et al., 1997). Therefore, leader-member exchange is that within work units or groups, different types of relationships develop between leaders and their follower. Moreover, both the physical or mental effort characterized relationships have supported exchanged between the two parties, thus including material resources, information, and emotional (Liden et al., 1997).

The leader-member exchange process based on workplace relationships as opposed to personal relationships or friendship. The characterized of leader-member exchange were separated by three critical dimensions as leader, follower, and relationship (Graen & Uhl-Bien, 1995). The leader-member exchange theory is theory stipulates that a leader and followers differ. Thus, the leader does not have a similar relationship with all subordinates (Liden et al., 1997). Based on the study by Liden, Sparowwe, and Wayne (1997), leader-member exchange is related to a variety of employee attitudes and very critical to the relationship between leader-member exchange and overall supervisor satisfaction. There several ways to measure leader-member exchange. Whereas Graen and Graen (2005), there are seven versions, and ranging from two to fourteen different items measured. Therefore, the construct summarized present in table 2.2 below.

Table 2.2 Dimensions of leader-member exchange

Dienesch & Liden (1986)	Graen & Uhl-Bien (1995); Graen (2005)	Schriesheim, Castro, and Cogliser (1999)	Liden & Maslyn (1998)
perceived	respect	mutual support	affect
contribution	trust	trust	loyalty
loyalty	obligation	liking	contribution
affect		attitude	professional
		attention	respect
		loyalty	

Source: Universite Laval Quebec (2008, p. 32).

Their study investigated both sample groups consisting of 244 and 158 employees for testing of hypotheses. In this study, the quality levels of relationships between supervisors and followers frequently studied thru leader-member exchange theory, which presents that leader form differential relationships with their followers, and in quality levels from excellent till inefficiency. The benefits of high-quality levels of leader-member exchange relationships varied in kinds, including preferential treatment and increased performance-related feedback (Graen and Uhl-Bien (1995), cited in Harris, Wheeler, and Kacmar (2009)). Moreover, Subordinates' responses in the leader-member exchange model also summarized by Scandura, Graen, and Novak (1986) in terms of seven items have results to be positively related among to decision-making influence affecting performance ratings. Thus, these result and reason throughout in this way to comprehensive the multidimensional leader-member exchange scale measuring the exchange quality used 12 items devised by Liden and Maslyn (1998).

Leader-member exchange in this research study means effective relationship between leaders and followers which leads to value of organization, effectiveness of work, competency and efficiency of their organizations. Those components of leader-member exchange include mutual support, trust, liking, attitudes, attention, loyalty, and respect.

2.5 Organizational Citizenship Behavior

This was followed by three aspects: firstly, the behavior are discretionary or not required of the employee by the job description or role; secondly, the behavior are not rewarded by the formal system; and thirdly, the behavior must, in aggregate, make for a more effective organization. Organ (1988b) stated that organizational citizenship behavior consists of five dimensions, as follows first the conscientiousness as behavior that go beyond those expected by specific role requirements. Secondly, altruism is a distinctive behavior that helps other members. Third, civic virtue such as behavior that entail political participation. Four sportsmanship behavior consist of that avoid complaining and aggravating unpleasant situations, and last Five, courtesy such as behavior that prevent problems from occurring. After many studies on organizational citizenship behavior, Organ et al. (2005) established the organizational citizenship behavior identity as one consisting of are discretionary individual behavior refusal directly recognized by the reward system. Moreover, Nohe and Michaelis (2016) examined hypothesized that individual-level leader charisma is indirectly related to team organizational citizenship behavior via individual-level trust in the leader. Also, the positive relationship between charisma and trust in a leader is vigorous under conditions of radical organizational change.

To sum up, organizational citizenship behavior is discretionary individual behavior which may not be recognized by the reward system and is influenced by perceived interpersonal justice in business transactions. The subscales of organizational citizenship behavior are helping behavior, project loyalty, project-based compliance, individual initiative, and relationship maintenance.

2.6 Project Success and Project Management Performance

2.6.1 Project & Management Performance

The philosophy of a project defined as a temporary endeavor undertaken to create a unique product or service and outcome (PMI, 2013). In term ‘temporary’ refers to the fact that from the beginning until the end, and many frequently have both intended and unintended social, economic, and environmental. The projects regarding do something that has not to do before the call is "unique." It means that the product or

service is different in some distinguishing way from all other products or services may be like a different owner, different design, different location, and different contractors. Therefore, the project has repetitive elements that are still unique because it has a reason as mention above, and must progressively be developed, which means continuous and steady work and growth (Herroelen & Leus, 2005).

2.6.1.1 Project Constraint

Every project constraint seeks to concentrate the traditional triple constraint model (Iron triangle element rule). To do a project successfully, project managers have to consider factors like scope, time, and cost. Therefore, to blending and balancing, on these three factors frequently maintain to contribution for project goals. As descriptive as follows: first it is "scope" had a meaning amount of quantity of work progress should receiving gathering from the project, and yield does the stakeholders (client or sponsor) expect to obtain. Secondly is the "time" it was meaning is how long from initial to end it takes to complete the project, such as the project's planning (timeline, schedule). Finally, thirdly it is "cost" as an example following how much should it cost to implementation from initiating to until the project takes complete, such as the budget and resources allocated.

The PMBOK @ Guide, fifth edition suggests that apart from constraints there is quality (e.g., what do to satisfy the customer), risks and resources, depending on the project.

2.6.1.2 Philosophy of Project Management

Previously, project management primarily considered particularly relevant to a schedule and resources data to project manager, project leaders, and the construction industry was no exception. Project management is now valued much more in many sectors and particularly real estate. Dynamic of innovation and digital technologies have been a crucial factor in project management and integrate utilization of interdisciplinary features have heavily influenced how global works teams now work. Therefore, the cycle of project management consists of the state as following initiating, planning, executing, controlling, and closing. While Kerzner (2006) emphasized the main principles are time and cost with a performance evaluation.

Successful involves many interactions that have to be well-managed processes. These help to make up a portfolio of projects to the entries organizational as summaries present in table 2.3 below.

Table 2.3 Project management conceptual framework for organization success

Project Stakeholder	Project process	Knowledge area	Tool and techniques	Project portfolio to organization success
Stakeholder needs and expectations and controlling	1. Initiating 2. Planning 3. Executing 4. Monitoring 5. Closing	1. Integration 2. Scope 3. Time 4. Cost 5. Quality 6. Human resource 7. Communication 8. Risk 9. Procurement 10. Stake holder management	Super tools	Quantity of project success

Each of these elements are described in more detail below.

2.6.1.3 Project Stakeholder

Whom people or organizations, there are actively involved in the project, or whose interests may be positively or negatively affected as an outcome comprehensive of project execution or completion these whose is the role of project stakeholders, which the position of them may also exert influence over the project, and its performance of a project. Therefore, the project manager and team shall be identified and awareness the stakeholders along with determining their requirements and then achieve those requirements to ensure the success of a project. Moreover, there is a definition for project

stakeholders as like sellers and contractors, owners and funders, team members and their families, internal and external, government agencies, lobbying agent, media outlets, individual citizens, and the wider society. While defining the project manager is the individual responsible; they had to comprehensive manage the project.

2.6.1.4 Project Processes

The latest published by PMI in 2013 contends that project management is several interactive process groups, basically five in number which is the important ones, as follows; first, initiating processes is activating or permitting the project. Second, the planning processes it involves that it has not done before. The planning consists in deciding the scope, major project deliverables, resource planning, activity definition, sequencing and duration, schedule development, cost budgeting, risk management, and project plan development. The third process is concerned with the executing processes, which mean coordinating people and other resources to carry out the plan. It including core and facilitating processes' interaction as follows: project plan execution as like carrying out the project plan, quality assurance as state achieves that standard maintained, team development, and information distribution as like making needed information available, to project stakeholders promptly. Source selection act like dealing with the relationship with the seller. The fourth, the monitoring and controlling processes to ensure compliance that project objectives by monitoring to evaluate progress regularly to identify variances from the plan so that corrective action can be taken, when necessary, the core and facilitating integrated change control. The fifth and last process is that of closing processes, which refers to formalizing acceptance of administrative closure. It means, in effect, including evaluating the project and compiling lessons learned for use in planning future projects (PMI, 2013).

2.6.1.5 Project Management Knowledge Areas

The ten of knowledge areas describes the essential competencies shall understand of project managers described in more detail here.

Project integration management explains the processes required to ensure that the various elements of the project adequately coordinated within activities as like making trade-offs among competing objectives and alternatives to meet or exceed

stakeholder needs and expectations, the essential processes of project plan development, project plan execution, and integrated change control.

Project scope management were the processes required to ensure all the necessary work, and only the work needed to complete the Project Successfully. A project scope measured against the product requirement in term "scope," which means the work that must be completed to deliver a product and services with the specified features and functions (PMI, 2013).

Project time management able to describe the process required to assure timely completion of the project; it consisted of the following: 1) the activity that must do provide the project deliverables. 2) activity sequencing which identifies to documents interactivity dependencies. 3) activity duration so that the number of work periods needed to complete individual activities is known; 4) schedule development creating which analyzes activity sequences, durations, and resource requirements to develop the project schedule or timeline; and 5) schedule control which controls changes to deviation from the project schedule (PMI, 2013).

Project cost management able to explains to be the process required to assure that the project completed within the approved budget. The essential project processes cost management has consisted of the following: 1) resource planning, which determines what it should be used to do project complete and should be sufficient and worthiness do a plan as well equipment, materials, what quantities of each should be used to do during project activities until the end project. 2) cost estimating which established an approximation the costs of the resources consumption needed; 3) cost budgeting which allocates the overall cost estimate to the activities of each task, and 4) cost control which controls cost changes from the deviation of the project budget. Therefore, mentioned from the above process here perhaps involve one or more individual or groups of individuals. Notably, they must awareness considering the information expects of the stakeholders, if different stakeholders, maybe possibly evaluation project costs in a different method to analyze and at a different period time (PMI, 2013).

Project quality management able to explains to be the processes required to assure that the project to satisfy the expectations for which it is undertaking. Most project quality management strategies as overall project performance regularly to provide

confidence that the project will perform the relevant quality standards and quality control, which surveillance mainly project results to comply with applicable quality standards and to identify ways to eliminate causes of unsatisfactory performance via quality assurance. Therefore, the importance of quality management needs executing in the project context is the necessity to turn implied needs into requirements via project scope management (PMI, 2013).

Project human resource management able to explain to be the processes that operated the most effective use of human involvement with a project, as well all the stakeholders, sponsors, partners, individual contributors, customers, and others have concerned. The crucial processes summaries had involved as following: 1) organizational planning had determined documentation and assigning project roles, responsibilities, and reporting relationships; 2) staff acquisition which means recruiting the human resources according to project corporate planning, and 3) established team development which develops individual and group competencies. Furthermore, the substantial human resource in executing, ongoing context and the common themes in order to improve employee proposes on activity implementation on this leading, motivating, performance appraisal, team building, communication, negotiating, delegating, labour relations, coaching, mentoring, dealing with conflict, recruitment, retention, health and safety regulations (PMI, 2013).

Project communications management able to explain to be the processes required to ensure timely and appropriate generation, collection, dissemination, maintaining, and final disposition of project information. Therefore, shall be awareness project personnel have to send and receive and must understand how the communications in which they are involved as individuals affect the project as a whole. Thus, summaries the processes involved in project communications management as following: 1) communications planning 2) information distribution 3) performance reporting, 4) administrative closure, which generates, gathers, and disseminates information to formalize project completion (PMI, 2013).

Project risk management described the systematic process of identifying, analyzing, and responding to emerging risk. Moreover, there are four alternative

strategies for treating risks in a construction project as risk avoidance, risk transfer, risk mitigation, and risk acceptance.

Project procurement management able to explain to be the processes required for acquisition goods and services, to achieve project scope, from outside the efficiency organization. Thus, collected of the methods lead to project procurement management involves as following: 1) procurement planning 2) solicitation planning which documents product requirements and identifying potential sources. 3) solicitation which obtained quotations. 4) source selection which chooses from among potential sellers. 5) contract administration. 6) contract closeout which completes and settlements of the contract.

Project stakeholder management knowledge emphasizes on diagnose project stakeholders, understanding their needs and expectations, and engaging them appropriately throughout the project (PMI, 2013).

2.6.1.6 Construction Management and Performance:

The purpose of performance measurement is to help organizations understand how decision-making processes or practices led to success or failure in the past and how that understanding can lead to future improvements. Evaluation of a framework to measure efficiency by using conventional economic analysis tools such as time, cost, and quality (Brown & Adams, 2000).

2.6.2 Project Success

2.6.2.1 Philosophy of Project Success

Khosravi and Afshari (2011) developed a measurement for construction projects success to fulfill two primary objectives as following 1) to provide a project success index for every finished project to compare, and 2) to establish a benchmark for future improvement construction industry with project execution success. They concluded the purposeful project success measurement model of project performance consist of time, cost, quality, Health safety environmental (HSE), and client's satisfaction.

Zanjirchi and Moradi (2012) examined success in the construction industry project context from the stakeholders' theory perspective. This result concluded that consultants play the most crucial role in determining project success and technical aspects of their performance, such as staff and technical issues.

Rida (2015) set out to indicate and evaluate the major factors affecting how well construction projects performed by using a questionnaire survey which included 34 factors categorized into seven groups to assess 20 consultants and 40 contractors. Results showed the most important factors according to contractors were: leadership skills, availability of personnel qualifications, availability of resources, learning from best practice, quality of equipment and raw materials, minimizing delays in payments, and sequencing of work according to schedules. For the consultants, they specified conformance to specifications, availability of personnel with high experience and qualifications, scheduled work sequencing, liquidity of organization, learning from best practice, quality of equipment and raw materials. The study suggested developing human resources through proper and continuous training programs. Furthermore, it emerged that construction organizations must evaluate the issue of liquidity before starting any construction project.

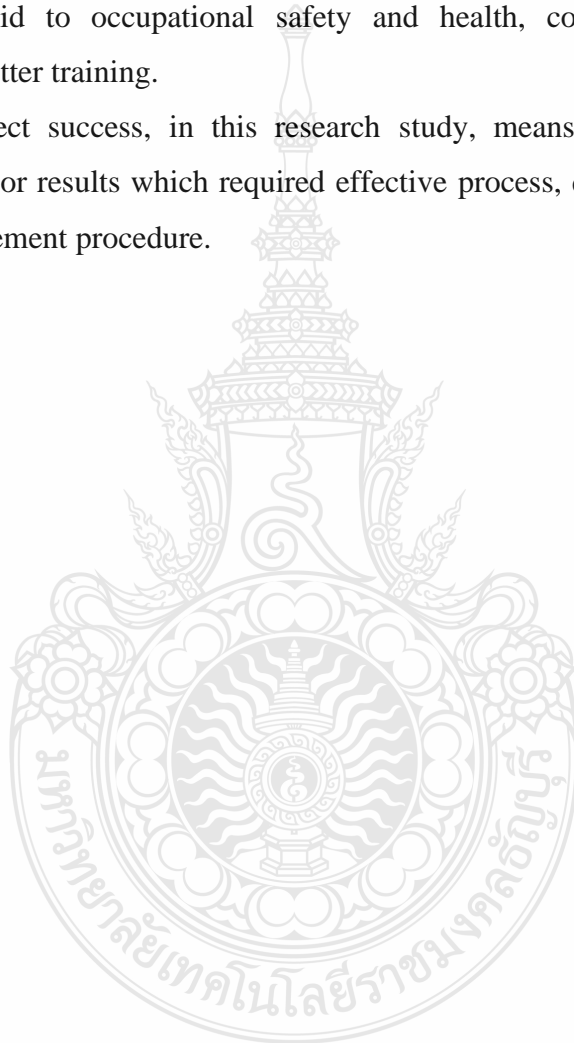
Alzahrani (2015) analyzed sustainable development activities in project management and project management maturity, taking organizational culture as a contributing factor to success in project-driven organizations (PDO) in Saudi Arabia. The key element in the process is to better appreciate the importance of achieving a suitable organizational culture in project-driven organizations which is essential if project managers' professional capability is to improve. This particular study revealed that Saudi organizations have an average level of sustainable maturity of 3 out of 5 maximum points. This level of sustainability is not enough for business or government organizations to be modern and sustainable.

Beleiu, Crisan, and Nistor (2015) identify the main factors in project success by considering the direct relationship between reaching project objectives and the long-term development of an organization. Their study took a quantitative research approach. The results of this study found five factors that lead to project success as follows: clearly defined goals and directions; team members with the necessary competencies; well delineated roles and responsibilities; good communication and consultation with stakeholders; and respect for planned budgets, timeframes and performance criteria.

Thirapatsakun (2016) investigated construction projects in Thailand where certain key elements influenced the level of productivity. Thai construction industries

have suffered from the lack of competitive advantage and having to survive on slim profit margins. Problematic symptoms were contractors' finance difficulties, incomplete design, labor shortages, poorly skilled workers, materials shortages, equipment and tool shortages, poor project management, construction mistakes and defective work requiring rework. Discussions were undertaken with owners, consultants, contractors, subcontractors and suppliers who concluded that in Thailand, improvements will require more attention paid to occupational safety and health, communication, worksite instructions, and better training.

Project success, in this research study, means the successful unique products, services, or results which required effective process, qualified personnel, and appropriate management procedure.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Presented here is the methodology and procedures for undertaking this study, with a description of research methodology which that concludes with a summary of what has been explained here.

3.2 Research Design

The quantitative research design of this study has been the correlational strategy that provided a construct that can potentially extend the body of knowledge. These regarding the relationship between new-genre leadership are contributed to by charismatic leadership and transformational leadership, leader-member exchange, organizational citizenship behavior, and how they are linked to project success. This conceptual model employs a moderation mediation statistical analysis providing the leader-member exchange moderates, on the influence path, of a composite of charismatic leadership and transformational leadership, organizational citizenship behavior, and project success. To build the overall model of how to articulate project success, it is four relations paths in its design parameters.

The first assumption originated from the Individual-level. The leader-member exchange moderates the indirect effect of transformational leadership on project success (project & performance) via organizational citizenship behavior, such that the results are more robust when an individual-level leader-member exchange is distinctive higher. Project success is the endogenous variable of a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path). Underlies the control variable of the number of houses and areas of the housing construction projects on portion study 1. A moderated – mediation framework of conceptual diagram analysis for hypothesis: H1, H3, H4, H7 summarized present in figure 3.1 below.

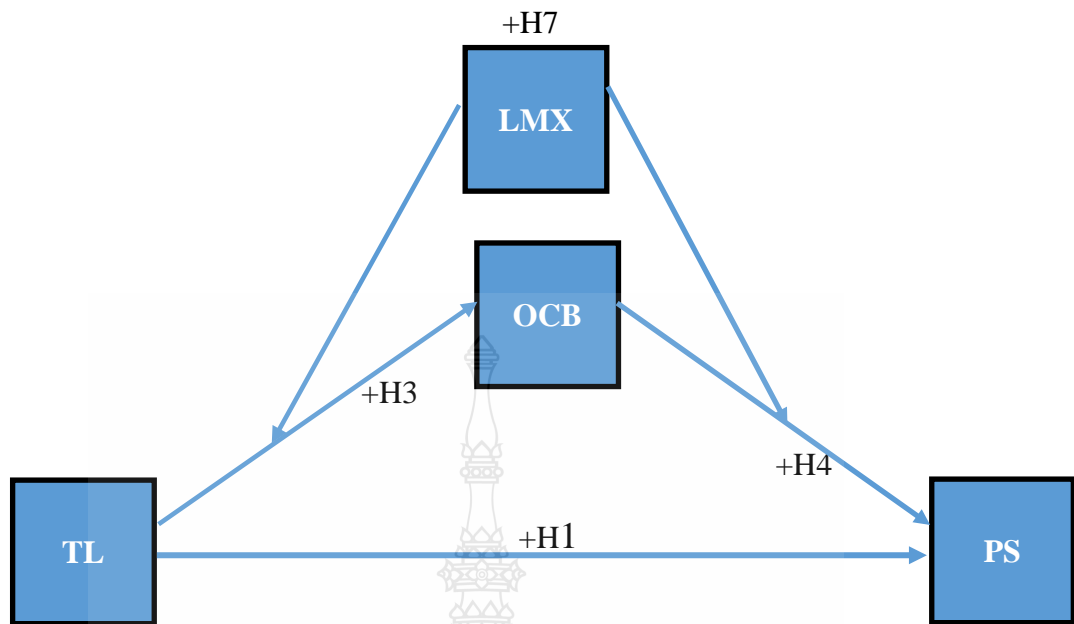


Figure 3.1 The moderated-mediation analysis the conceptual model to find out answer, H1, H3, H4, H7 on portion study 1.

The last assumption has to provide originated from the Individual-level. The leader-member exchange moderates the indirect effect of charismatic leadership on project success (project & performance) via organizational citizenship behavior, such that the results are more robust when an individual-level leader-member exchange is distinctive higher. Project success is the endogenous variable of a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path). Underlies the control variable of the number of houses and areas of the housing construction projects on portion study 2. A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, H8 summarized present in figure 3.2 below.

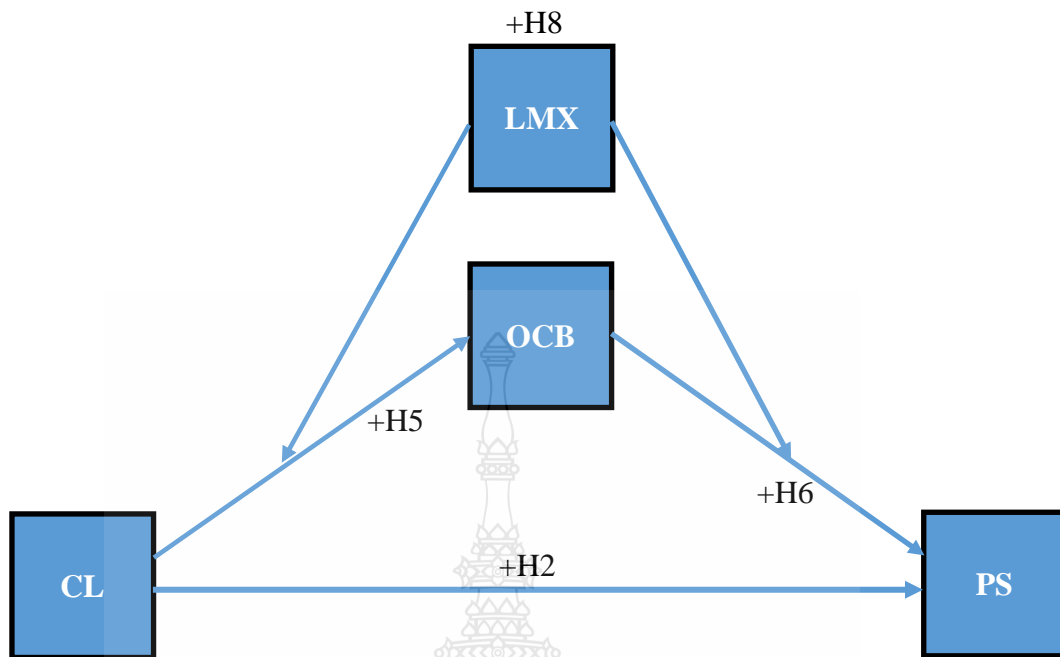


Figure 3.2 The moderated-mediation analysis the conceptual model to find out answer, H2, H5, H6, H8 on portion study 2.

However, the methodology of the research designed offers a way to assess the measurement on the project success framework that the new-genre leadership (i.e., charismatic leadership and transformational leadership) and how it fits into project management is understood correctly. Has concerned with the continuation of efficiency and stability of project management in the construction industry under varying conditions where leader-member exchange, organizational citizenship behavior, and the new genre leadership are evident. Specifically, this dissertation examines the research questions and hypotheses in terms of how among the variables are correlation related.

3.3 Population and Sampling

The purpose population for this examined consisted of a sample with 494 managers and had data collected only leader-member exchange variables part from 494 subordinates so that in total were 988 participants. According to Bowen, Edwards, Lingard, and Cattell (2014), these fit in well with the sorts of practitioners who work on projects: managers, engineers, architects, construction managers, site managers,

controllers, and safety officers. All the participants work in Thailand’s real estate industry on housing construction projects, and have roles in project management teams. The subordinates are immigrant labours (mainly from Myanmar, Cambodia, and Laos), and the projects involve divided into three categories, which are “small size,” that is sub-plot for distribution, not over 99 plots, or the total area of the project is less than 19 rai. While "medium size" is the number of sub-plots for distribution between 100 - 499 plots or the entire project area under 19 - 100 rai. Last size, “large size” this is sub-plots for distribution more than 500-plots or area of the whole project under 100 rai.

Creswell (2009) stated that selecting participants who understand the situation or what is being investigated can add value to the research findings through their detailed and expert knowledge. Maxwell (1998) observed that purposive sampling was beneficial when particular settings, persons, or events deliberately selected for the critical information they can provide that cannot did obtained from other sources. For the suitable number of sampling, J. F. Hair Jr, Black, Babin, and Anderson (2010), had described an adequate sample size ranges from 200 to 300 people. Kline (2011) stated that the structural equation model preferred a larger size of at least 200 or more respondents. This research chose the sampling strategy of J. F. Hair Jr et al. (2010) where 10% of the population can determine the margin for error on the 95% confidence interval.

Table 3.1 Sample size

Area (Province)	*Populations (Number of projects)	Samples (Selected: number of project 10%)	Sampling of leader per project	Sampling of immigrant workers per project
Bangkok Metropolitan	1,124	112	224	224
Nonthaburi	504	50	100	100
Samut Prakan	448	45	90	90
Pathum Thani	248	25	50	50
Ayutthaya	144	15	30	30
Total	2,468	247	494	494

*Real Estate Information Center Journal, [vol. 43, no. 12]: June, 2017, p. 44.

3.4 Geographical Location

The sampling location of this survey has proceeded in the Bangkok Metropolitan Area and the provinces of Pathum Thani, Nonthaburi, Samut Prakan, and Ayutthaya. These are significant areas in Thailand where much of the real estate industry located.

3.5 Data Gathering

To determine the dataset for an investigation is proposed to the conceptual model (Figure 3.1-3.2), a questionnaire survey developed, and it completed by 988 employees. The first set of questions directed to the project managers, construction managers, site managers, project engineers, project architects, controllers, and safety officers. The second set of questions established for the responses given by immigrant labours working on housing construction projects before commencing the data collection process and consent letters were sent by email to the organization of participants.

Research participants were approached during their normal workday at the workplace and the construction site and asked whether or not they would like to participate in a dissertation data collection. For each participant, the nature of the study and the various instruments was explained. If the employees (leadership staff and subordinates are immigrant labours) wished to participate, they gave the questionnaires. Once the participants finished reading the informed consent, they had to indicate on the document page that they agreed to the terms of informed consent before being allowed to proceed to the questionnaire documents. Completing the instruments took approximately 30 minutes, and questions that the participants addressed immediately via a representative researcher who readies supported and advised them.

Explained to them were the aspects of the survey instrument, objective, protection of people's confidentiality. Confidentiality of safe access to the electronic copy would be retained for two years before they destroyed, and no names of participants or their employers disclosed.

3.6 Research Instrumentation

Research instrumentation applies the questions established to gather participants' answers to research questions towards all the variables and test the hypotheses. Specifically, responses requested for close-ended research questions using all the items in the questionnaire used a five-point Likert scale, the solutions subjected to analysis, and statistical relationships were determined. The data gathering examined how the relationships between variables had characterised. Thus, the field data receipt was the completed survey responses. The survey questions coded, manipulate, coded data set tabulated on a spreadsheet (the Microsoft Excel program). These were preparation for statistical analyses.

3.7 Measurement

Data were collected with a demographic emphasis. The information sought concerned such as personal information, employment status, gender, age, income, marital status, educational background or qualifications, and role/rank in real estate company.

3.7.1 Reliability Analysis

The survey instrument using all of the measures in the study was derived from the literature and is a modification of what previous studies utilized. Thus, the coefficient alpha was applied to test the level of reliability was Cronbach's alpha to refers to the items in a test to measure the same construct Ho (2006). Having a quantity above .7 is generally accepted (Carman, 1990; J. C. Nunnally, 1994) . Hence, the survey data has been validated by other scholars who have included the four constructs described earlier in the dissertation. These are explained in more detail below about reliability analysis.

First of all, new-genre leadership: The Multifactor leadership questionnaire (MLQ-5X-Short; Bass and Avolio (2000)) was applied onto evaluate transformational leadership construct (10 items), while the Conger-Kanungo Scale (CKS: Conger and Kanungo (1998)) assessed charismatic leadership behavior (the 5 CKS subscales; 15 items). All 5 CKS subscales showed Cronbach's $.71 < \alpha < .88$ which means that the constructs have validity and adequate internal consistency estimates (Rowold & Heinitz, 2008). According to previous research results, MLQ-5X- Short version had been a

rigorously reliable scale. Therefore it was demonstrated in that it reported value .96 which is a high level of construct validity and with adequate internal consistency estimates.

Second, regarding the instrument for subordinates, leader-member exchange by using the leader-member exchange-VII scale (7 items), which is selected to be the suitable measure of leader-member exchange (Gerstner & Day, 1997; Schriesheim et al., 1999). The leader-member exchange- VII is the most commonly used measurement method for operationalizing leader-member exchange. According to Gerstner and Day (1997) the measure is the most vigorous and psychometrically sound leader-member exchange instrument and illustrates the reliability of Cronbach's α of .80; responses were varied across the seven items.

Third, organizational citizenship behavior in the project (temporary organization) is a scale with 10 items, seize idea from several researchers, the role of organizational citizenship behavior in context of a project can be remarkable from the permanent organization by time (Lundin & Söderholm, 1995). While the meaning of timeline is configured to project, since there is determine range of periods starting point (initiating, planning) activity and the end or closing is usually task has to be unaccomplished (Bakker, 2010). Next context of the project (temporary organization) or on project teams, setup people are working together (Goodman & Goodman, 1976). While the project is nature by a specific task, it's the reason for a project. It is more usually unique (Lundin & Söderholm, 1995). Therefore, most of the previously effectiveness measure advocated the temporariness of projects and fail to consider the context (Braun, Ferreira, & Sydow, 2013). The instrument from Braun et al. (2013) organizational citizenship behavior in a project (temporary organizational) measured by using organizational citizenship behavior in inter-organizational arrangements as being multidimensional. Helping behavior, Organizational loyalty, Organizational compliance for the project or temporary. Thus, of the objective of compliance are communication in the project or temporary organizations context such as sharing policies, deadlines and punctuality project communications management, manage communication procedure, project document updates (Braun et al., 2013). Individual initiative describes the objective is relationship between task and behavior that enhancing to improve the expected requirement of personal and/or the organizational levels such as Lesson learnable to

descript as project participants. Whereas, the scale 20 items measuring citizenship behavior in project (temporary organizations) almost of the measure prove to be valid, and reliability as the items of behavior dimension actively loaded on a separate each factor, having the Cronbach's $.68 < \alpha < .85$, the internal consistency of model assessed by computing composite reliability coefficients for each latent variable. the values of the five composites ranged from .90 (initiative) to .96 (relationship maintenance), and the discriminant validity, apply to use the average variance extracted (AVE) of the five constructs were above .70 (Braun et al., 2013)

Finally, project success is a scale containing 20 items, and as suggested in the wording, it relates to organizational success in completing a project. Organizational success ascertained by comparing the level of competition, observing the approved criteria, goals, objectives on the corporate strategy level, business strategy level, and functional strategy level. Similarly, Zavadskas, Vilutienė, Turskis, and Šaparauskas (2014) described that construction industry businesses depend for their success mainly on project portfolios and completion rates. Success on "iron triangle" in project management is the accomplishment of the comprising time, budget, and specifications, of the achieved by aligning them to the strategic objectives of the organization of the 'iron triangle' (PMI, 2013).

Whereas, the housing construction project success in the real estate industry measured through the constraints of cost, schedule, scope, and satisfaction of stakeholders (Halawa, Abdelalim, & Elrashed, 2013). Thus, the management activities have determined the success of construction work when stakeholder engagement is considered (Bernhold, Lattuch, & Riemenschneider, 2014). Moreover, the systematic assessment of housing construction project success in the real estate industry will have consideration to synergy corporate both financial and nonfinancial features across the short- and long-term. Whereas the identification, the contractor has to deal with the unskilled or poor performance of immigrant workers, project leadership abilities, risk management, and other issues.

Thereby, the measurement instrument for constructs selected the questionnaire of the Project Implementation profile (PIP) as developed by Slevin and Pinto (1986). The project implementation profile (PIP) consists of measurement instruments to apply for

measuring the model that aspects of successful project management. The consideration that the instrument to measure the stated constructs. Cronbach's alpha coefficient is a measure that determines internal consistency reliability across test items of an instrument and establishes the reliability, 0.7 as the minimum acceptable Cronbach's alpha coefficient. Bonett and Wright (2015) adopted .68 in a study of the effect of critical success factors on Project Success. Slevin and Pinto (1986) published validity and reliability scores above 0.7 illustrate suitable levels. The average Cronbach's alpha scores across the PIP 10 factors was .78 (Coleman, 2014).

3.7.2 Validity Analysis

Validity refers to the survey instrument accurately measures is intending to measure (Cooper & Schindler, 2003). Content validity is the quality to which an instrument thoroughly assesses or measures the construct (Cooper & Schindler, 2003). Construct validity is the degree to the trail or theoretical construct that it is attempting to measure (Cooper & Schindler, 2003). The tested method has using confirmatory factor analysis (CFA), average variance extracted (AVE), and discriminant validity (DV). Therefore, among the result of the validity of these had mentioned is present in chapter four.

3.8 Pilot Study

The research instrument was required to translate into the Thai language with an awareness that the translated version exert keeping the validities and reliabilities of the original survey instrument. Hence, follow the advice given by (Brislin, 1986) to the process of a translated model. The first step was a forward translation. Then, the Thai language version was reviewed by a monolingual reviewer who could communicate only in the Thai language to remove or reword incomprehensible or ambiguous terminology. The third and last step was a backward translation process. The survey instrument backward translated by three university professors and a project manager. Then the completed translated survey instrument was tested in a pilot scenario. Whereas the pilot study was to develop and test the adequacy of the studies, assess the feasibility of imposing sample size, and evaluate whether the research proposed theoretical model is realistic and workable. Therefore, the established process to prove

the validity of develop a survey instrument, it is a pilot test implemented with 80 pairs of managers and subordinates. Doing this helped to establish construct validity that is required in a pilot study to so that an acceptable correlation coefficient can be generated. Perhaps, repeatability of the pilot test might have been necessary if an acceptable correlation coefficient. Awareness of a test-retest reliability pilot study of two groups of 80 samples with correlation analysis was undertaken to ensure the validation of the survey instrument. It has to be consistent with the questions related to the variables.

3.8.1 Reliability and Scale Statistics of Constructs from the Pilot Study

The reliability of the constructs was adequately accepted with a Cronbach's alpha coefficient of .70 or .60 in the exploratory research (Hair, Anderson, Tatham, & Black, 1998; J. Nunnally, 1978). Presented in Table 3.2 are the results of the measurement scale with particular emphasis on the reliabilities of the study variables.

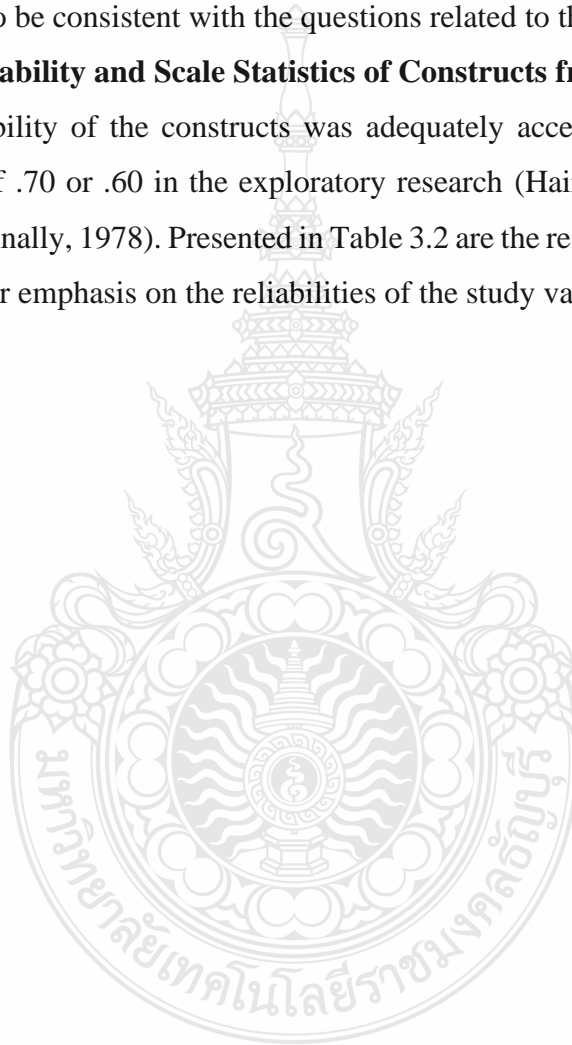


Table 3.2 Means, Standard Deviations, and Reliabilities of the pilot study (N=80)

Exogenous & Endogenous Variable	Case Processing Summary		Reliability Statistics Cronbach's Alpha based on Standardized Item	Scale Statistics			
	N	%		Mean	Variance	Std. Deviation	N of Item
	New-genre leadership:						
Transformational leadership	80	100	.87	56.12	49.37	7.02	10
Charismatic leadership	80	100	.92	108.36	221.32	14.87	20
Leader-member exchange	80	100	.89	38.85	46.63	6.82	7
Organizational citizenship behavior in project	80	100	.91	115.65	137.67	11.73	20
Project success	80	100	.96	172.28	479.85	21.90	30

3.9 Control Variables and Demographics

The control variable is the one element that does not change throughout an analysis process, because its unchanging state makes it possible to test the relationship between the other variables. We controlled for the number of houses and areas of the housing construction project by Land allocation Act B.E. 2543 (2000) of Thailand of the kingdom, divided into 3 categories which are “small size”, that is sub-plot for distribution not over 99 plots, or the total area of the project is less than 19 rai. While "medium size" is the number of sub-plots for distribution between 100 - 499 plots or the entire project area under 19 - 100 rai. Last size, “large size” this is sub-plots for distribution more than 500-plots or area of the whole project under 100 rai. Thus, we also controlled for the categorize of the amount the number of houses and areas of project operation in which the by introducing three dummy variables (0/1), namely, “Small size,” “Medium size,” and “Large size,” for each of the projects, whereby other used as the comparison group , and the control variables here presented in Table 3.3:

Table 3.3 Measurement of Control Variables

ITEM No.	Control variable category	Dummy variables	
		Coded-0	Coded-1
1	“Small size”, that is sub-plot for distribution not over 99 plots, or the total area of the project is less than 19 rai.	0	1
2	"Medium size" is the number of sub-plots for distribution between 100 - 499 plots or the entire project area under 19 - 100 rai.	0	1
3	“Large size” this is sub-plots for distribution more than 500-plots or area of the whole project under 100 rai.	0	1

Also, control variables that are required to control systematic biases emanating from participants' demographic characteristics can be such things as time with employed with the company, tenure or rank of job, level of education, age, gender. A couple of sets of questions were prepared for this dissertation, one for the skilled project management employees and the other for subordinates (immigrant workers). Moreover, the control variables account for the extraneous variables, project value, project ownership, category of housing project. Project age indicator refers to the number of years the project has taken to be completed. Project ownership provides a dummy variable to control for potential variations between a public-sector company (coded-1) and private sector company or corporation (coded-0). Project value indicator is the value of a real estate project that has been worked on, when 1 = value less than one thousand million baht, and 0 = value more than one thousand million baht. Moreover, other categories of a project that were measured as a dummy variable were as follows: 1= horizontal housing construction project (e.g. housing estate project, or housing development project); and 0= vertical housing construction project (e.g. condominium, apartment).

Particularly demography-oriented questions were asked of the subordinates (immigrant workers) on the basis of their: race/ethnicity, gender, age, employment history in Thailand, job title/responsibility, periods spent working on a project. Participants' demographic characteristics were documented as follows: immigrant workers' "age" (1) = 18-30 years; (2) = 31- 40 years; (3) = 41- 50 years; (4) = more than 50 years, "gender" (0) = male, (1)= female; "work experience in Thailand" (1)= less than 3 months ; (2)= more than 3 months but less than 6 months; (3) = more than 6 months but less than 12 months; (4)= more than 12 months but less than 18 months, (5)= more than 18 month but less than 24 months, (6) = more than 24 months); "job title/responsibility" (1)= general worker; (2) = mason; (3) = painter; (4) = welder; (5) = electrician; (6) = carpenter; (7) = aluminum worker; and "time spent working on a project" (1) = less than 3 months ; (2) = more than 3 months but less than 6 months; (3) = more than 6 months but less than 12 months; (4) = more than 12 months but less than 18 months, (5) = more than 18 months but less than 24 months, (6) = more than 24 months. All items on Control Variables and Demographics has presented Appendix A.

3.10 Exogenous Variables

3.10.1 New-Genre Leadership

New-genre leadership is an overarching concept that incorporates two types of leadership - transformational and charismatic. Measuring charismatic leadership is done using five factors organized into three stages. The charismatic leadership instrument developed by (Conger & Kanungo, 1988) and known as the CKS; it has proved to be reliable and valid. The internal consistency was .96, as reported in previous studies (Menges, Kilduff, Kern, & Bruch, 2015). The questionnaire consisted of 20 items, which were assigned a five-point response on a Likert scale ranging from strongly disagree: 1 to strongly agree: 5. Summary of factors descriptive on the charismatic leadership is in table 3.4.

Table 3.4 Measurement of the charismatic leadership (CKS; Conger & Kanungo)

No.	charismatic leadership	Example of Questionnaire consisted
1	Factors 1: Sensitivity to the environment (SE) - This factor refers to technological, innovations, or constructions and small budgets.	Sensitivity to the environment (SE) measured according to 4 items.
2.	Factors 2: Sensitivity to members' needs (SMN)	SMN concludes stage one and it means measuring 3 items.
3	Factors 3: Strategic vision and articulation (SVA)	SVA is basically about shared values was measured based on 7 items.
4	Factors 4: Personal risk (PR) -This is about taking a personal risk for the sake of the organization such as potential financial loss or the potential loss of power/authority or position.	This factor was measured based on 3 items.
5	Factors 5: Unconventional behavior (UB)	It's demonstrates using nontraditional means to achieve organizational goals and measured here were 3 items.

Next components, new-genre leadership, with the components portion of transformational leadership, with reference to transformational leadership, this was measured by the multifactor leadership questionnaire or MLQ-5X-Short (Bass & Avolio, 2000). It is a short form survey which has been translated into many languages and used successfully around the world (Rowold, 2005). The questionnaire consisted of 10 items, and these were assigned a five-point response on a Likert scale ranging from strongly disagree attitude: 1 to strongly agree: 5. The goal of transformational leadership is to 'transform' people and organizations in a literal sense so that their sense of vision, insight, and understanding, purpose, beliefs, principles, or values, are changed significantly and permanently, and build momentum (Bass & Avolio, 1994). Meanwhile, the coefficient alpha is calculated for each of the MLQ-5X subscales ranging between 6.5-8.3, and here the reliabilities were high-value (Rowold, 2005). Summary of factors descriptive on the transformational leadership is in table 3.5.

Table 3.5 Measurement of the transformational leadership (MLQ-5X-Short; (Bass & Avolio, 2000).

No.	transformational leadership	Example of Questionnaire consisted
1	Factors 1: Inspirational motivation (IM)	The Inspirational motivation (IM) was measured based on 2 items.
2.	Factors 2: Idealized influence attributed (IIa)	IIa was measured based on 2 items.
3	Factors 3: Idealized influence behavior (IIb)	IIb was measured based on 2 items.
4	Factors 4: Intellectual stimulation (IS)	This factor was measured based on 2 items.
5	Factors 5: Individualized consideration (IC)	The individualized consideration (IC) was measured based on 2 items.

3.11 Moderator Variables

3.11.1 Leader – Member Exchange

Leader-member exchange was measured via subordinates' (immigrant workers') responses. For this purpose, the leader-member exchange questionnaire was used, and leader-member exchange-VII served as the method of measurement. Subsequently, the leader-member exchange-VII item scale is examined to be a suitable measure of leader-member exchange (Schriesheim et al., 1999). Further to this, the leader-member exchange - VII widely employed for operationalizing leader-member exchange and meta-analyses have confirmed that it is the most robust and psychometrically sound leader-member exchange instrument with a demonstrated reliability of .89 (Bernas & Major, 2000; Gerstner & Day, 1997). The leader-member exchange-VII questionnaire consists of 7 items reference 5-point Likert scale that is ranging from strongly disagree: 1 to strongly agree: 5. An instance of questions asked here as "how well does your leader recognize your potential?"

3.12 Endogenous Variables

3.12.1 Organizational Citizenship Behavior in Project (Temporary Organization)

This finding, organizational citizenship behavior, in the project (temporary organization) were using a questionnaire created by Braun et al. (2013). It was a composite of 20 items measured on a 5-point Likert scale ranging from strongly disagree scale: 1 to strongly agree on a scale: 5. Most of the questionnaire items have to prove to be valid, since the items of each citizenship behavior dimension having a Cronbach's $\alpha < .68$ and $\alpha < .85$, and the discriminant validity, the average variance extracted (AVE) for the five constructs was higher than .70 (Braun et al., 2013). Therefore, considering five factors of organizational citizenship behavior in the project (temporary organization) was measured by employing organizational citizenship behavior in an inter-organizational arrangement that was also multi-dimensional. The inter-organizational dimensions were as follows summary of factors descriptive on the organizational citizenship behavior in the project (temporary organization) is in table 3.6.

Table 3.6 Measurement of the organizational citizenship behavior in the project temporary organization; Braun et al. (2013).

No.	Organizational citizenship behavior in the project temporary	Example of Questionnaire consisted
1	Factors 1: Helping behaviors	Helping behaviors is measured based on 3 items.
2.	Factors 2: Project loyalty	The measurement is based on 4 items.
3.	Factors 3: Project-based compliance	The measurement is based on 5 items.
4.	Factors 4: Individual initiative	The measurement is based on 4 items.
5	Factors 5: Relationship maintenance	The measurement is based on 4 items.

3.12.2 Project Success

Measuring project success developed by Slevin and Pinto (1986) based on the Project Implementation Profile (PIP), otherwise known as “PIP.” Based on the international project management academic perspective, PIP is the most widely used method for measuring project success latent variables. Here, project success appraised via the PIP scale which consisted of 30 items based on ten factors aspects of successful project management emphasized. The PIP is a score on rater a 5–point Likert frequency rating scale ranging from strongly disagree attitude scale: 1 to strongly agree on the scale: 5. There are ten factors included, and they described the project success in table 3.7.

Table 3.7 Measurement of the project success developed by Slevin and Pinto (1986)

No.	Project Success	Example of Questionnaire consisted
1	Factors 1: Project mission	These factor 3 items are measured.
2.	Factors 2: Top management support	These factor 3 items are measured.
3.	Factors 3: Project schedule/plan	These factor 3 items are measured.
4.	Factors 4: Client consultation,	These factor 3 items are measured.
5	Factors 5: Personnel	These factor 3 items are measured.
6	Factors 6: Technical tasks	These factor 3 items are measured.
7	Factors 7: Client acceptance	These factor 3 items are measured.
8	Factors 8: Monitoring and feedback	These factor 3 items are measured.
9	Factors 9: Communication	These factor 3 items are measured.
10	Factors 10: Trouble-shooting	These factor 3 items are measured.

3.13 Sequence of Analysis

First of all, the data should be robust so that it is ready for analysis by using descriptive and inferential statistical methodology so that correlations among variables accounted for the hypothesized model can then be tested statistically in simultaneous analyses of all the variables (Byrne, 2010). Before hypotheses testing, the study conducted CFAs to determine if convergent and discriminant validity exists for the multi-item constructs used in this study. In the first CFA, representing the hypothesized model. This model showed underlying criteria a good fit to the data, $p < .05$; RMSEA, CFI, TLI.

Then, for testing the mediation and moderate hypotheses research using moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path). Thus, the method can incorporate latent variables, among exogenous variables and endogenous variables as the data is nested, the best way to test multiple mediators together is to use the method suggested by Preacher and Hayes (2004),(2008); Preacher, Zhang,

and Zyphur (2011). It can be implemented through the use of an SPSS statistical software package to test the hypotheses.

3.14 Data Preparation for Analysis by SEM

The sample matrix should be described in terms of the methodological simulating study where the augmented, asymptotic, covariance, correlation aspects have been met. Also, the multivariate normality assumptions have been met, and the data was entered into the SPSS computer software for analysis. A set of acceptance criteria for recommendations is provide in Table 3.8.



Table 3.8 A set of acceptance criteria of recommendations of data preparation

List of data preparation for analysis by SEM	Value acceptance criterial & Recommendations
Quantity adequately described the population from which the random sample data was drawn.	> 200
Non-normality of the data Skewness (Sk) and Kurtosis (Ku)	-3.0 to +3.0
Consider and treat any outliers can affect sample data statistics	- check form or histogram graph observation point that is distant from other observation
Consider and treat any missing data	- Can result in data analysis issues: what was the sample size both before and after treating the missing data
Consider and treat any multicollinearity among the variables	- variance inflation factor (VIF) ≤ 10 - Tolerance $\geq .2$ - Correlation coefficient (R) $\leq .8$
Consider the range of values obtained for variables, as restricted range of one or more variable can reduce the magnitude of correlations	- Correlation $\leq .8$

3.15 Moderated-Mediation Analysis from Model 58: 1 or more Mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path).

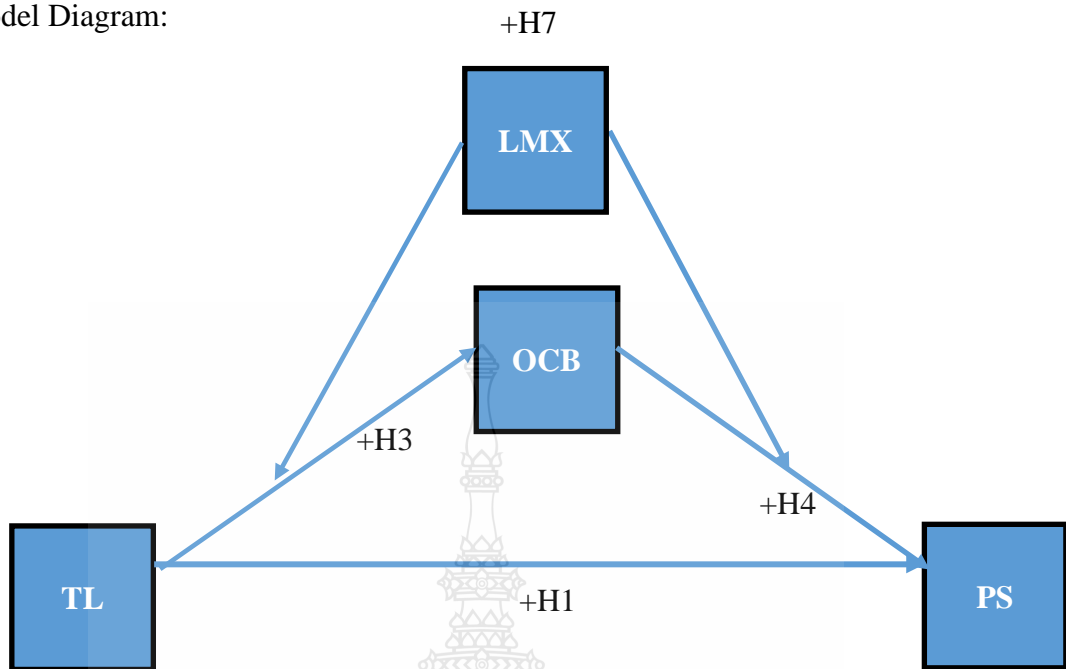
3.15.1 Analytical Strategy

Portion study 1: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H1, H3, H4, and H7.

For testing the hypotheses H1, H3, H4, H7 this implementation used a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – Mediator path and the Mediator-dependent variables path). A moderated – mediation framework of conceptual diagram analysis for hypothesis: H1, H3, H4, and H7 summarized present in figure 3.3 below. It can be implemented through the use of an SPSS statistical software package to test the hypotheses.



Model Diagram:



Statistical Diagram:

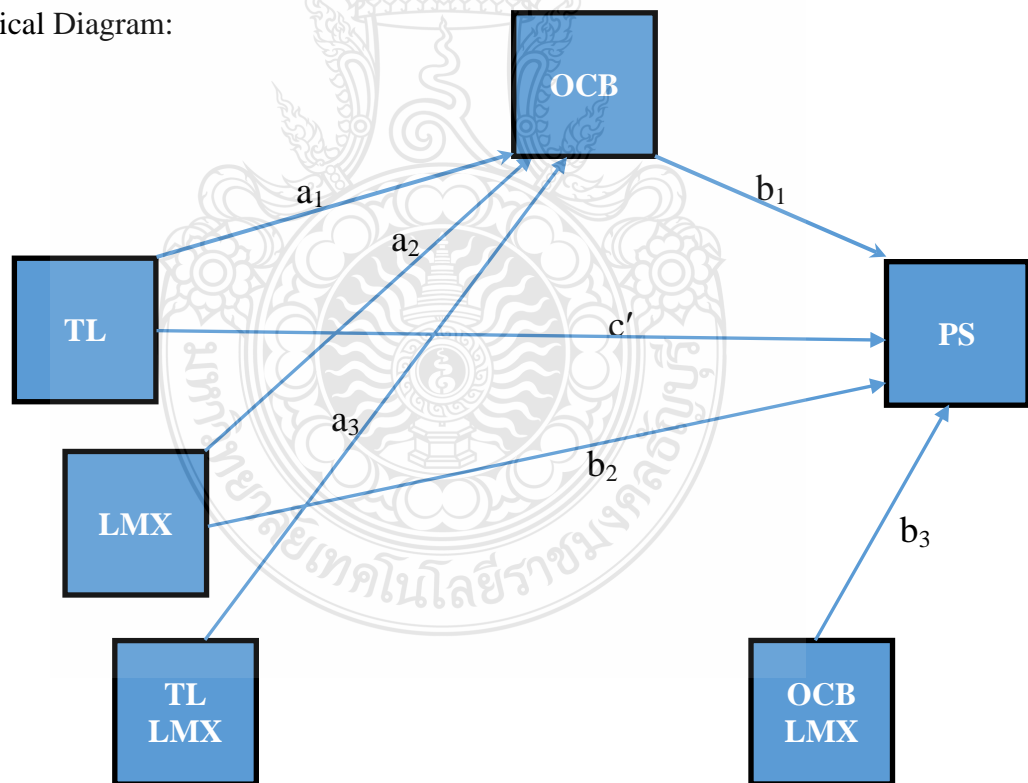


Figure 3.3 Illustration of moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path).

Portion study 2: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, and H8.

For testing the hypotheses: H2, H5, H6, and H8 this implementation used a moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path). A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, and H8. Summarized present in figure 3.4 below. It can be implemented through the use of an SPSS statistical software package to test the hypotheses.

Model Diagram:

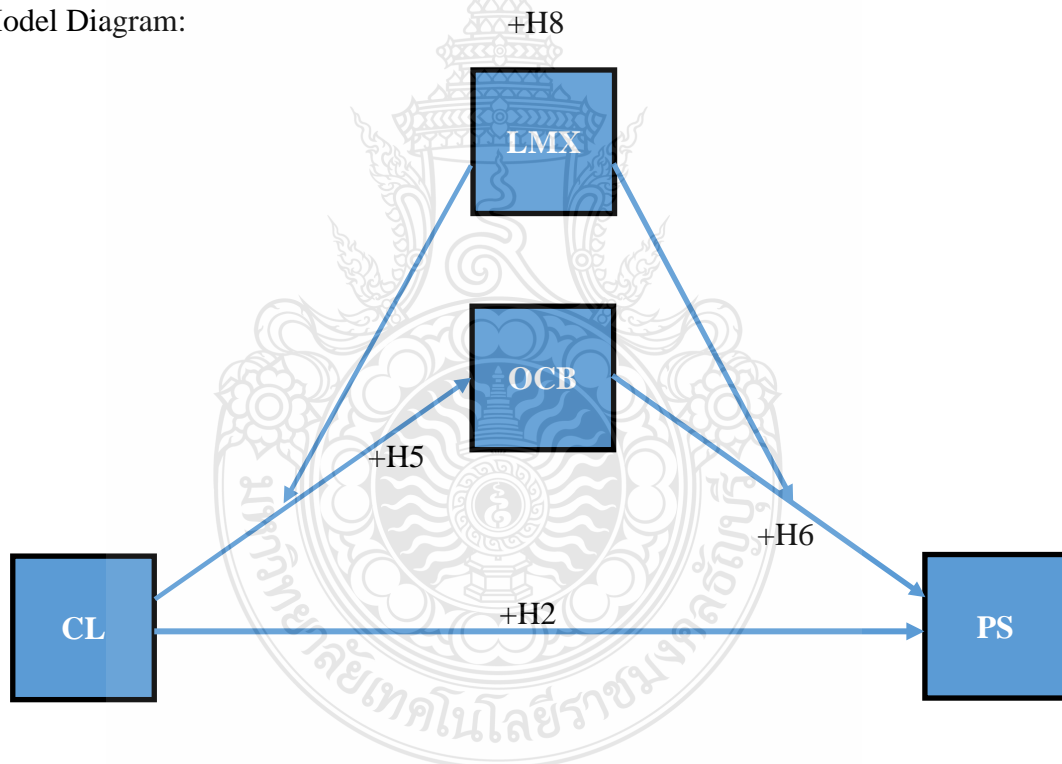


Figure 3.4 Illustration of model diagram and statistical diagram of moderated-mediation analysis from Model 58: 1

Statistical Diagram:

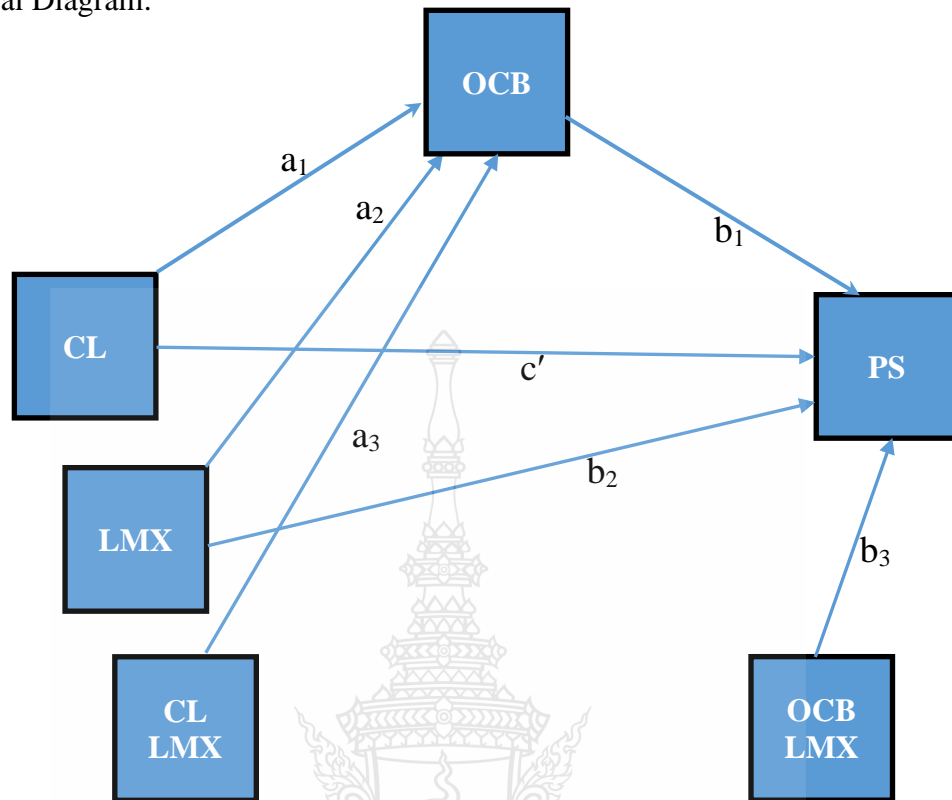


Figure 3.4 Illustration of model diagram and statistical diagram of moderated-mediation analysis from Model 58: 1 (Cont.)

3.16 Summary

Chapter Three described the methodology employed in the research design and develop survey instruments explained and described as being adequate and suitable for implementation the investigation of the relationships between the variables. Besides, describing the five-point Likert scale survey instrument was identified, modified, and validated because it can result in an accurate quantitative correlational study.

CHAPTER 4

RESEARCH RESULT

4.1 Introduction

This chapter presents data preparation, demographic data, descriptive statistics of respondents. Furthermore, this chapter explains convergent and construct validity, discriminant validity analysis. Then, the relationship among independent variables, mediator, moderators, and dependent variables are explained together with hypothesis testing. Lastly, the conclusion for this chapter is mentioned at the end.

4.2 Data Preparation

4.2.1. Stuart and Ord (1994) proposed that the skewness scales should be kept in the -3 to 3 range as acceptability criterion. The data was gathered from 988 people, which indicate appropriate sample to validate and confirm the normal distribution principles. The skewness scales were between -1.630 to -.272, whereas the kurtosis scales were between 3.080 to .015, according to the results. As a result, it was determined that the sample group's normal distribution principle was accepted in this conclusion.

4.2.2 The Rate of Response

The studied sample groups came from people who work as project managers, engineers, architects, building managers, and safety officers on home construction projects (leadership participates). Whilst the subordinates were mostly immigrants from Myanmar, Cambodia, and Laos. Out of the total 1500 questionnaires, there were 988 questionnaires from 494 managers and from 494 subordinates returned to the researcher, resulting in a 65.86 percent response rate.

4.3 Demographic Data

Analysis of respondent's profile includes gender, age, marital status, education level, job experience, and position. Tables 4.1 and 4.2 provide the details of the gathered information.

Table 4.1 The demographic data of managers

Characteristics	Frequency	Percentage
Response rate	494	100.00 %
Job Position		
Project Manager	268	54.25%
Supervisor	191	38.66%
Others	35	7.09%
Job Category		
Project management	222	44.94%
Engineering and design	66	13.36%
Architecture and design	39	7.89%
Q A & Q C	22	4.45%
Supervision & construction control	122	24.70%
Administration	17	3.44%
Safety management	6	1.21%
Gender		
Male	464	93.93%
Female	30	6.07%
Age		
18 - 30 years	77	15.59%
31 – 40 years	195	39.47%
41 – 50 years	181	36.64%
More than 50 years	4.1	.83%
Race		
Thai	493	99.80%
Others	1	.20%

Table 4.1 The demographic data of managers (Cont.)

Characteristics	Frequency	Percentage
Education		
Secondary school or lower than secondary		
School	2	.40%
Certificate	1	.20%
Diploma	17	3.44%
Bachelor degree	374	75.71%
Higher than bachelor degree	99	20.04%
Working experience in Thailand		
More than 3 months but less than 6 months	1	.20%
More than 6 months but less than 12 months.	7	1.42%
More than 12 months but less than 18 months.	10	2.02%
More than 18 months but less than 24 months	16	3.24%
More than 24 months	460	93.12%
Period of working in the current project		
Less than 3 months	4	.81%
More than 3 months but less than 6 months	5	1.01%
More than 6 months but less than 12 months.	30	6.07%
More than 12 months but less than 18 months.	40	8.10%
More than 18 months but less than 24 months	49	9.92%
More than 24 months	366	74.09%
Organization categories of owners projects		
Public company limited	266	53.85%
Private corporate	228	46.15%
Categories Characteristic of project		
Horizontal housing construction project	406	82.19%
Vertical housing construction project	88	17.81%

Table 4.1 The demographic data of managers (Cont.)

Characteristics	Frequency	Percentage
Value amount project operation		
Value less than 1,000 million baht	273	55.26%
Value more than 1,000 million baht	221	44.74%
Quantity immigrant workers are there working in your project		
1 – 100 persons	253	51.21%
101 -200 persons	175	35.43%
201 – 300 persons	41	8.30%
301 – 400 persons	18	3.64%
More than 400 persons	7	1.42%

Table 4.2 The demographic data of immigrants

Characteristics	Frequency	Percentage
Response rate	494	100.00 %
Job Position		
Headman	52	10.53%
Skill labors	22	4.45%
General workers	409	82.79%
Others	11	2.23%
Job Category		
General worker	202	40.89%
Mason	148	29.96%
Painter	79	15.99%
Welder	15	3.04%
Electrician	7	1.42%

Table 4.2 The demographic data of immigrants (Cont.)

Characteristics	Frequency	Percentage
Carpenter	35	7.09%
Aluminum worker	8	1.62%
Gender		
Male	308	62.35%
Female	185	37.45%
Age		
18 - 30 years	131	26.52%
31 – 40 years	246	49.80%
41 – 50 years	105	21.26%
Over 50 years	12	2.43%
Race		
Myanmar	201	40.69%
Cambodian	248	50.20%
Laos	23	4.66%
Vietnam	11	2.23%
Philippines	4	.81%
Others	6	1.21%
Education		
Lower than primary school	183	37.04%
Primary school	243	49.19%
Lower secondary school	48	9.72%
Secondary school	16	3.24%
Higher than secondary school	4	.81%
Working experience in Thailand		
less than 3 months	19	3.85%
More than 3 months but less than 6 months	43	8.70%
More than 6 months but less than 12 months.	51	10.32%
More than 12 months but less than 18 months.	38	7.69%

Table 4.2 The demographic data of immigrants (Cont.)

Characteristics	Frequency	Percentage
More than 18 months but less than 24 months	67	13.56%
More than 24 months	276	55.87%
Period of working in the current project		
less than 3 months	19	3.85%
More than 3 months but less than 6 months	43	8.70%
More than 6 months but less than 12 months.	51	10.32%
More than 12 months but less than 18 months.	38	7.69%
More than 18 months but less than 24 months	67	13.56%
More than 24 months	276	55.87%

4.4 Descriptive Statistics

4.4.1 Leadership Respondents

Purposive sampling methods were used to gather data from current leadership employees at 247 home development projects' real estate company in Thailand. The data collection process was placed between November and December 2019, and the descriptive statistics demonstrate the majority of respondents' characteristics. Half of respondents had worked on the present project for more than two years, while 74.09 percent had worked on the project for more than 24 months. Approximately, 44.74 percent of the project value was more than 1,000 million baht, while 55.26 percent of the project value was less than 1,000 million baht. Proportionately, 51.21 percent advocated that the number of immigrant employees was between 1 and 100, and 35.43 percent indicated that the number of immigrant workers was between 101 and 200, respectively.

4.4.2 Immigrant Respondents

Immigrant respondent data was gathered at the same time and location as the leadership respondents. Table 4.2 displays the characteristics of survey respondents as shown in the descriptive statistics. The majority of the immigrant respondents were male, accounting for 62.35 percent, with age above 31 years old equal to 49.80 percent. Cambodians made up around 50.20 percent of the samples, while Myanmar respondents

made up about 40.69 percent; both worked on the house building project. About 40.89 percent of the respondents worked in general worker category and 82.79 percent worked in general worker position. About working period in the current project, around 55.87 percent had experienced working in Thailand for more than 24 months.

4.4.3 Pilot Test

The pilot test is very important for research conduction because it can help investigate the consistency. Herewith, certain questions were altered and adjusted to enhance consistency and comprehensiveness. From the study, Cronbach's alpha for transformational leadership was at .87, while charismatic leadership was at .92, Leader-Member Exchange was at .89, organizational citizenship behavior in the project is at .91, and project success was at .96. In addition, criteria value to acceptance of each construct using factor loading was greater than .6, and the p-value was significant. After the study, the result confirmed the reliability of research instruments and the possibility of a study.

4.5 Purification and Reliability Analysis for all Sample Data

According to the study of purification and reliability, all variables obtain scale reliability values with more than or equal to .70. The detail is portrayed as follows.

4.5.1 Charismatic Leadership Scale

The last version of the survey instrument related to charismatic leadership scale comprised of 20 question items, with Cronbach's alpha of .906. This meant that the survey instrument was reliable for assessing charismatic leadership scale.

4.5.2 Transformational Leadership Scale

The last version of the survey instrument related to transformational leadership scale comprised of 10 question items, with Cronbach's alpha of .905. This meant that the survey instrument was reliable for assessing transformational leadership scale.

4.5.3 Leader - Member Exchange Scale

The last version of the survey instrument related to leader - member exchange scale comprised of 7 question items, with Cronbach's alpha of .930. This meant that the survey instrument was reliable for assessing leader - member exchange scale.

4.5.4 Organizational Citizenship Behavior Scale

The last version of the survey instrument related to organizational citizenship behavior scale comprised of 20 question items, with a Cronbach's alpha of .937 for leaders and of .929 for followers. This meant that the survey instrument was reliable for assessing organizational citizenship behavior scale.

4.5.5 Project Success Scale

The last version of the survey instrument related to project success scale comprised of 30 question items, with a Cronbach's alpha of .975. This meant that the survey instrument was reliable for assessing project success scale.

4.6 Construct Evaluation and Validity Analysis

With divergent setting and organizational context that could have an impact on the structure of each factor, the study of construct evaluation and validity analysis through confirmatory factor analysis (CFA) was required to be conducted in order to investigate identical structure of each factor. In this study, using Mplus statistics software to conduct CFA, the model fit criteria in this study were compliance referring to Hair, Black, Babin, Anderson, and Tatham (2010), shown in Table 4.3. The criteria were applied based on the number of observations variables per group of cut-off points at 250 items. The selected range criteria number of Stat Vars the number of observed variables between of cut-off points was set into 3 groups: not more than 12 items, more than 12 items but less than 30 items, and more than 30 items in order.

Table 4.3 Characteristics of different fit indices demonstrating goodness-of-fit across different model situations

No. of Stat. vars. (m)	N < 250			N > 250		
	m ≤ 12	12 ≤ m ≤ 30	m ≥ 30	m ≤ 12	12 ≤ m ≤ 30	m ≥ 30
X²	Insignificant p-values expected	Significant p-values even with good fit	Significant p-values expected	Insignificant p-values even with good fit	Significant p-values expected	Significant p-values expected
CFI or TLI	.97 or better	.95 or better	Above .92	.95 or better	Above .92	Above .90
RNI	May not diagnose misspecification well	.95 or better	Above .92	.95 or better, not used with N > 1,000	Above .92, not used with N > 1,000	Above .92, not used with N > 1,000
SRMR	Biased upward, use other indices	.08 or less (with CFI of .95 or higher)	Less than .09 (with CFI above .92)	Biased upward; use other indices	.08 or less (with CFI above .92)	.08 or less (with CFI above .92)
RMSEA	Values < .08 with CFI = .97 or higher	Values < .08 with CFI = .95 or higher	Values < .08 with CFI above .92	Values < .07 with CFI = .92 or higher	Values < .07 with CFI = .92 or higher	Values < .07 with CFI = .90 or higher

Note: m=number of observed variables; N applies of observation per group when applying CFA to multiple groups at the same time.

Source: J. Hair Jr (2006)

4.6.1 Structure of Charismatic Leadership

In this first stage, the emphasis of the investigation was on whether or not a charismatic leadership structure with many dimensions is feasible. Using the component matrix of charismatic leadership to evaluate the factorial validity of a score obtained from a measurement instrument framework can be seen in Table 4.4. Another way to view the confirmatory factor analysis model can be seen in Figure 4.1.

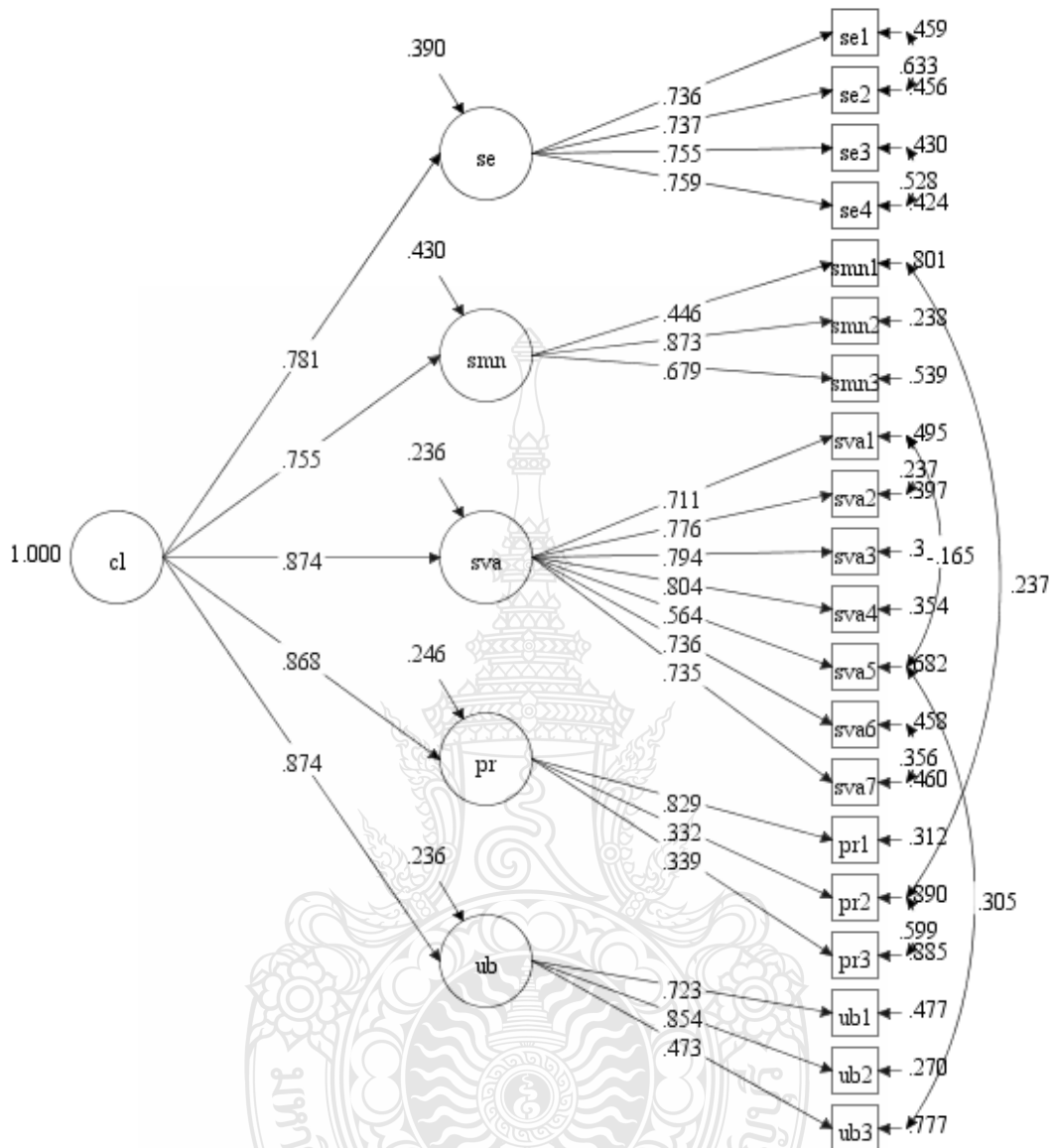


Figure 4.1 Measurement model of the first order CFA of charismatic leadership (STDYX Standardization)

Table 4.4 Pattern of estimated parameters for Measurement model of the first order CFA of charismatic leadership standardized model results (STDYX)

Variable CL by:	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P – Value
SE	.781	.031	24.995	.000
SMN	.755	.033	22.855	.000
SVA	.874	.021	42.119	.000
PR	.868	.053	16.255	.000
UB	.874	.025	35.381	.000

Estimates were reported in Table 4.4. All factor loading parameters (Column 2), as well as statistical significance as indicated by values > 1.96 (Column 4: Est. / S.E), and all standard errors (Column 3) were satisfactory. The results of each factor loading parameter revealed a value between .755 to .874, especially SVA and UB were distinctive estimated parameters for the measurement model of charismatic leadership.

As the syntax was matrix-based, just one vector (NU) and three matrices were explicitly shown in Table 4.5, with LAMBDA representing factor loading, THETA representing residuals, and PSI representing variance and covariances. In this case, the charismatic leadership paradigm was solely applicable to the CFA under consideration. Moreover, the parameters in the NU vector represented the intercepts of continuous observed variables. R-SQUARED values for both observed and latent dependent variables in the model were requested in the output command, as well as the R^2 value and its standard error were reported for each observed and latent dependent variable in the model. The R^2 values in Table 4.5 reflected the variation explained by each observed variable, and these R^2 values were computed by subtracting the square of the residual term from 1.0. Basically, these R^2 values were referred to as “communities” in factor analytic terminology. For the observed variable, the R^2 value should not be less than .20, indicating the weakest of the indicator variables. All of the R-SQUARE values of factor loading parameters revealed all estimate values between .570 to .764, which there was statistical

significance and were in good-fit criteria. Particularly, SVA and UB were distinctive estimated parameters for the charismatic leadership assessment model.

Table 4.5 Result summary of CFA of charismatic leadership with model specifications and r-square values.

R²				
Variable	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P – Value
SE	.610	.049	12.498	.000
SMN	.570	.050	11.427	.000
SVA	.764	.036	21.059	.000
PR	.754	.093	8.127	.000
UB	.764	.043	17.690	.000

Table 4.6 Result summary of CFA of charismatic leadership with model specifications

The Model Estimation Terminated Normally Test of Model Fit	
Chi-Square Test of Model Fit	
Value	527.309
Degrees of freedom	157
<i>p</i> -value	.000
Chi-Square Test of Model Fit for the Baseline Model	
Value	5720.626
Degrees of freedom	190
<i>p</i> -value	.000
CFI / TLI	
CFI	.933
TLI	.919

Table 4.6 Result summary of CFA of charismatic leadership with model specification (Cont.)

Loglikelihood	
H ₀ value	-8850.997
H ₁ value	-8587.342
Information Criteria	
Number of free parameters	73
Akaike (AIC)	17847.994
Bayesian (BIC)	18154.779
Sample – size adjusted BIC ($n^* = (n+2)/24$)	17923.076
Root Mean Square Error of Approximation (RMSEA)	
Estimate	.069
90% confidence interval (Percent CI)	.063 - .076
Probability RMSEA ≤ .05	.000
Standardized Root Mean Square Residual (SRMR)	.056

The goodness of fit statistics related to the model were presented in Table 4.6. The first step was to find several goodness of fit values; these values represented the Chi-square test of model fit. The results of value 527.309 represented the discrepancy between the unrestricted sample covariance matrix S and the restricted covariance matrix $\Sigma(\theta)$ and, in essence, representing the likelihood ratio test statistic, most commonly expressed as a chi-square (χ^2) statistic (Byrne, 2012). Thus, the higher the probability associated with χ^2 , the closer the fit between the hypothesized model (H_0 is true, under H_0) and the perfect fit were (Bollen, 1989).

The charismatic leadership measurement was tested by CFA and H_0 – charismatic leadership factor structure was depicted in Figure 4.1. The next fit statistic reported in the Chi-square test of model fit was the baseline model which revealed Chi-Square (χ^2) value of 5720.626 with 190 degrees of freedom ($p < .0001$).

Four of these alternate indices of fit were included in the output; the first is the comparative fit index (CFI) reporting value of .933 to assure that the charismatic

leadership measurement tested by CFA was fit; the second was the Tucker-Lewis fit index (TLI) reporting value of .919 indicating a well-fitting model with data; and the third and fourth were Akaike's Information Criterion (AIC) and Bayes (BIC) describing candidates for the predictive and parsimony – corrected category of fit indices. Both the AIC and BIC took into account for model fit (as per the Chi-Square, χ^2 value) as well as the complexity of the model (as per model degrees of freedom or number of estimated parameters). The result reported an AIC value of 17847.994 and the AIC was akin to the expected cross-validation index (ECVI) (Browne & Cudeck, 1989).

The last two measurements from the CFA of charismatic leadership model fit indices, listed in Table 4.6, were about the root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR), which belonged to the category of absolute indices of fit. Accordingly, RMSEA was used to assess discrepancy and its value should be less than .05, indicating excellent fit, or .08 and above, indicating substantial approximation errors in the population (Browne & Cudeck, 1993). Moreover, MacCallum, Browne, and Sugawara (1996), in elaborating on these cut-points, noted the RMSEA values ranging from .08 to .10 indicated mediocre fit, and those greater than .10 indicate poor fit. In other cases, Hu and Bentler (1999) have suggested a value of .06 to be indicative of good fit between the hypothesized model and the observed data, they cautioned that when the sample size is small, the RMSEA tends to over-reject true population models. Table 4.6 shows that the CFA model was sufficiently parsimonious and well-suited for measuring charismatic leadership traits with RMSEA value of .069 with 90% confidence and interval ranging from .063 to .076 indicating a high degree of accuracy.

The standardized root mean square residual (SRMR) represented the average residual value derived from the fitting of the variance – covariance matrix for the hypothesized model $\Sigma(\theta)$ to the variance – covariance matrix of the sample data (S), which was represented by its standardized value. The SRMR represented the average value across all standardized residuals and ranged from .0 to 1.00; in well-fitting model, this value should be small (say, .5 or less). In reviewing the result in Table 4.6, the SRMR value was .056. Given that, the SRMR represented the average discrepancy between the

observed sample and hypothesized correlation matrices, that model explained the correlation to within an average error of .001.

In summary, it was evident from these analyses of one – factor models of charismatic leadership representing factorial structure for manager (leadership). The load on factor entitled “charismatic leadership” dimension was presented in Table 4.4 and 4.6.

Referring to the outcome of the first-order CFA shown in Table 4.6, it could be summarized that this framework was appropriate to clarify the interconnections among factors and latent variables.

4.6.2 Structure of transformational leadership

In this first stage, the emphasis of the investigation was on whether or not a transformational leadership structure with many dimensions was feasible. Using the component matrix of transformational leadership to evaluate the factorial validity of a score obtained from a measurement instrument framework can be seen in Table 4.7. Another way to view the confirmatory factor analysis model can be seen in Figure 4.2.

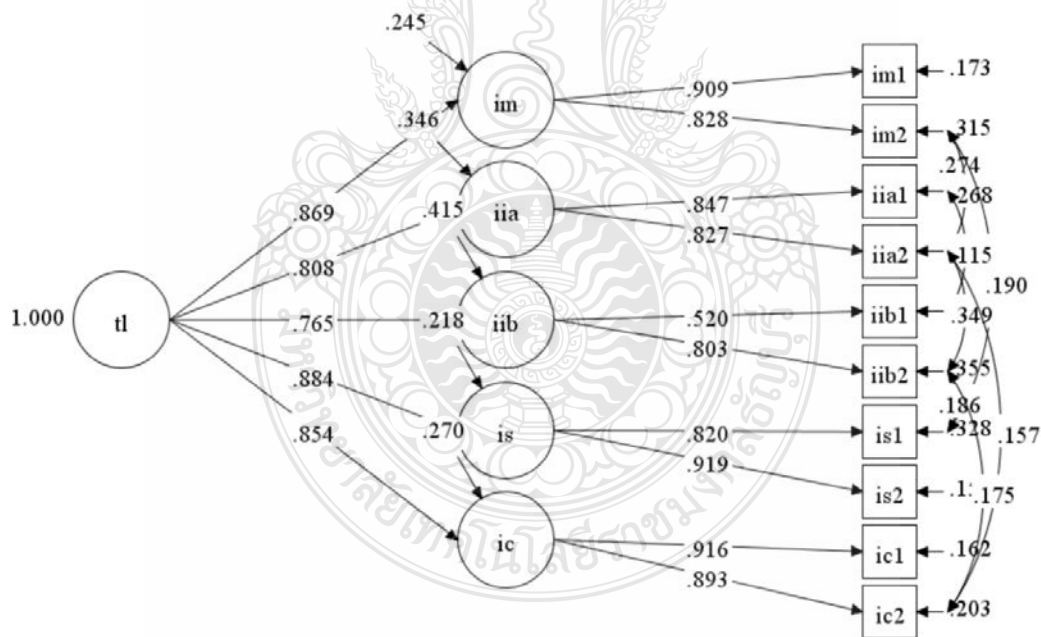


Figure 4.2 Measurement model of the first order CFA of transformational leadership

Table 4.7 Pattern of estimated parameters for measurement model of the first order CFA of transformational leadership standardized model results (STDYX)

Variable	Estimate	Standard	Estimate /	Two – Tailed
TL by:		Error S.E.	Standard Error	P – Value
			Est. / S.E.	
IM	.869	.020	43.392	.000
IIA	.808	.025	32.198	.000
IIB	.765	.041	18.551	.000
IS	.884	.020	45.033	.000
IC	.854	.020	43.046	.000

Estimates were reported in Table 4.7. All factor loading parameters (Column 2), as well as statistical significance as indicated by values > 1.96 (Column 4: Est./S.E), and all standard errors (Column 3) were satisfactory. The results of each factor loading parameter revealed a value between .765 to .884, especially IS is distinctive estimated parameters for the measurement model of transformational leadership.

As the syntax was matrix-based, just one vector (NU) and three matrices were explicitly shown in Table 4.8, with LAMBDA representing factor loading, THETA representing residuals, and PSI representing variance and covariances. In this case, the transformational leadership paradigm was solely applicable to the CFA under consideration. Moreover, the parameters in the NU vector represented the intercepts of continuous observed variables. R-SQUARED values for both observed and latent dependent variables in the model were requested in the output command, as well as the R^2 value and its standard error were reported for each observed and latent dependent variable in the model. The R^2 values in Table 4.8 reflected the variation explained by each observed variable, and these R^2 values were computed by subtracting the square of the residual term from 1.0. Basically, these R^2 values were referred to as “communities” in factor analytic terminology. For the observed variable, the R^2 value should not be less than 0.20, indicting the weakness of the indicator variables. All of the R-SQUARE values of factor loading parameters revealed all estimate values between .585 to .782, which

there was statistical significance and were in good-fit criteria. Particularly, IS was the distinctive estimated parameter for the transformational leadership assessment model.

Table 4.8 Result summary of CFA of transformational leadership with model specifications and r-square values.

R²				
Observed Variable	Estimate	Standard Error S.E.	Estimate / Standard Error	Two – Tailed P– Value
TL by:			Est. / S.E.	
IM	.755	.035	21.696	.000
IIA	.654	.041	16.099	.000
IIB	.585	.063	9.275	.000
IS	.782	.035	22.517	.000
IC	.730	.034	21.523	.000

The goodness of fit statistics was given in Table 4.8. The first thing to note about these values was that they represent the Chi-Square Test of Model Fit. Thus, the higher the probability associated with χ^2 , the closer the fit between the hypothesized model (H_0 was true, under H_0) and the perfect fit (Bollen, 1989).

The transformational leadership measurement was tested by CFA and H_0 – the transformational leadership factor structure was depicted in Figure 4.2, yielded a Chi-Square (χ^2) value of 32.788, with 22 degrees of freedom ($p < .0001$). The next fit statistic reported in the Chi-square test of model fit was the baseline model, which revealed a Chi-Square (χ^2) value of 3148.432 with 45 degrees of freedom ($p < .0001$).

Four of these alternate indices of fit were included in the output; the first was the comparative fit index (CFI) reporting value of .997 to assure that the transformational leadership measurement tested by CFA was fit; the second was the Tucker-Lewis Fit Index (TLI) reporting value of .993, indicating a well-fitting model with data; and the third and fourth were Akaike’s Information Criterion (AIC) and Bayes Information Criterion (BIC), describing candidates for the predictive and parsimony-corrected category of fit indices Both the AIC and BIC take into account model fit (as per the Chi-

Square, χ^2 value) as well as the complexity of the model (as per model degrees of freedom or number of estimated parameters). The result reported an AIC value of 7566.893 and the AIC was akin to the expected cross-validation index (ECVI) (Browne & Cudeck, 1989).

The root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR), belonging to the category of absolute indices of fit were reported. The RMSEA value is of .032, with 90% confidence interval ranging from .000 to .053, which represents a good degree of precision and is consistent with of CFA of transformational leadership measurement model as shown in Table 4.9. This can reflect that transformational leadership measurement is sufficiently parsimonious and well-fit.

The standardized root mean square residual (SRMR) represented the average value across all standardized residuals, and ranges from .0 to 1.00; in well-fitting model, this value should be small (say, .5 or less). In reviewing the result in Table 4.9, the SRMR value was .018, representing the average discrepancy between the observed sample and hypothesized correlation matrices. The model explains the correlation to within an average error of .001.

In summary, it was evident from these analyses of one-factor models of transformational leadership that they represent factorial structures for managers (leadership). The load on factor entitled “transformational leadership” dimension is presented below in table 4.7 and 4.9.

Table 4.9 Result summary of CFA of transformational leadership with model specifications

The Model Estimation Terminated Normally Test of Model Fit	
Chi-Square Test of Model Fit	
Value	32.788
Degrees of freedom	22
<i>p</i> -value	.065
Chi-Square Test of Model Fit for the Baseline Model	
Value	3148.432
Degrees of freedom	45
<i>p</i> -value	.000
CFI / TLI	
CFI	.997
TLI	.993
Loglikelihood	
H ₀ value	-3740.447
H ₁ value	-3724.053
Information Criteria	
Number of free parameters	43
Akaike (AIC)	7566.893
Bayesian (BIC)	7747.602
Sample – size adjusted BIC ($n^* = (n+2)/24$)	7611.120
Root Mean Square Error of Approximation (RMSEA)	
Estimate	.032
90% confidence interval (Percent CI)	.000 - .053
Probability RMSEA ≤ .05	.920
Standardized Root Mean Square Residual (SRMR)	.018

4.6.3 Structure of Organizational Citizenship Behavior

Using the component matrix of organizational citizenship behavior to evaluate the factorial validity of a score obtained from a measurement instrument framework (see Table 4.10 and 4.11), another way to view the confirmatory factor analysis model in Figure 4.3. The results of organizational citizenship behavior measurement by CFA can include HB (Helping Behavior), LO (Project Loyalty), PC (Project-Based Compliance), INI (Individual Initiative), and RM (Relationship Maintenance).

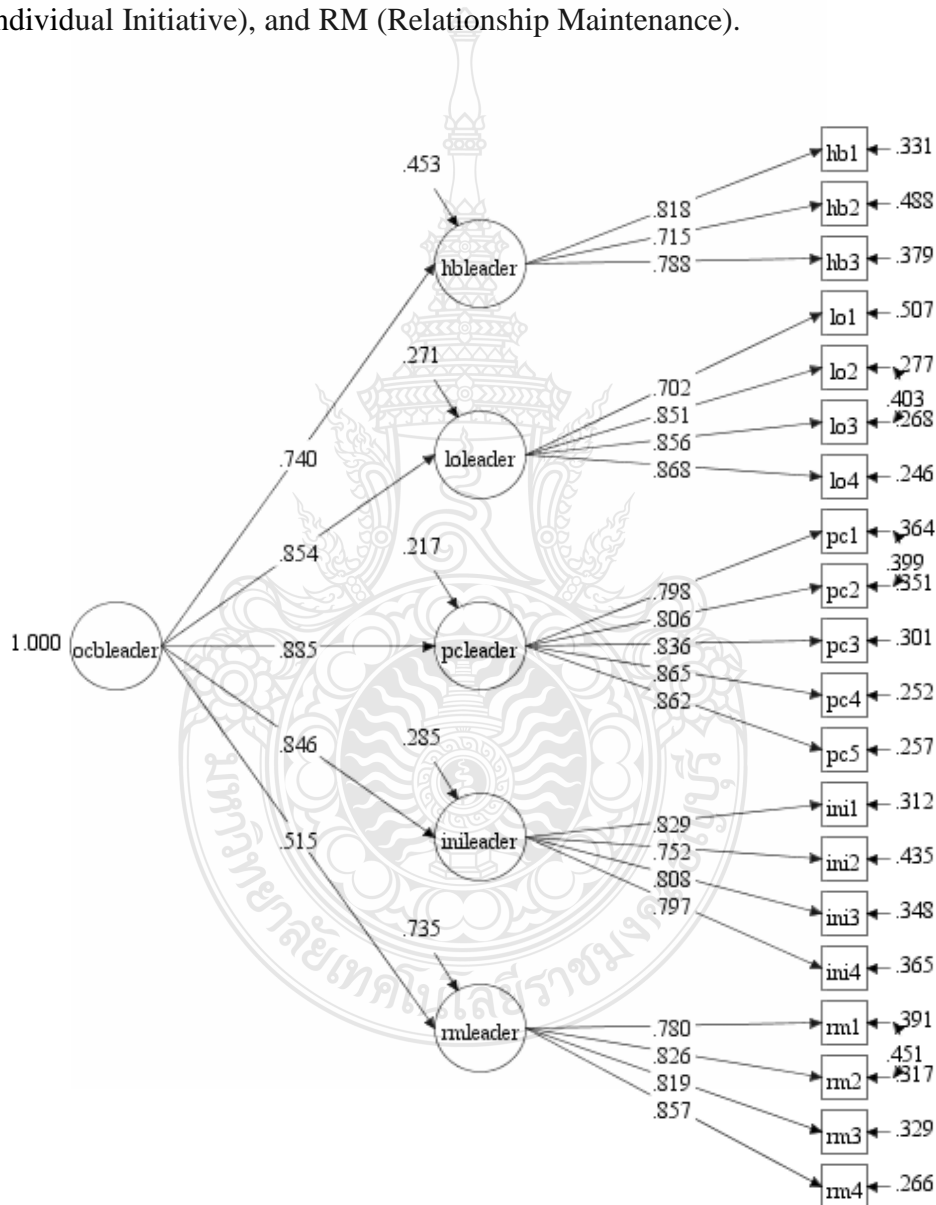


Figure 4.3 Measurement model of the first order CFA of organizational citizenship behavior

Table 4.10 Pattern of estimated parameters for measurement model of the first order CFA of organizational citizenship behavior standardized model results (STDYX)

Observed Variable	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P– Value
OCB by: HB	.740	.030	24.583	.000
LO	.854	.022	39.355	.000
PC	.885	.018	47.982	.000
INI	.846	.022	38.935	.000
RM	.515	.040	12.900	.000

Estimates were reported in Table 4.10. All factor loading parameters (Column 2), as well as statistical significance as indicated by values > 1.96 (Column 4: Est./S.E), and all standard errors (Column 3) were satisfactory. The results of each factor loading parameter revealed a value between .515 to .885, especially PC was the distinctive estimated parameter for the measurement model of organizational citizenship behavior.

As the syntax was matrix-based, just one vector (NU) and three matrices were explicitly shown in Table 4.10, with LAMBDA representing factor loading, THETA representing residuals, and PSI representing variance and covariances. In this case, the organizational citizenship behavior paradigm was solely applicable to the CFA under consideration. Moreover, the parameters in the NU vector represented the intercepts of continuous observed variables. R-SQUARED values for both observed and latent dependent variables in the model were requested in the output command, as well as the R^2 value and its standard error were reported for each observed and latent dependent variable in the model. The R^2 values in Table 4.11 reflected the variation explained by each observed variable, and these R^2 values were computed by subtracting the square of the residual term from 1.0. Basically, these R^2 values were referred to as “communities” in factor analytic terminology. For the observed variable, the R^2 value should not be less than .20, indicting the weakness of the indicator variables.

Table 4.11 Result summary of CFA of organizational citizenship behavior with model specifications and r-square values.

R²				
Observed Variable	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P– Value
OCB by:				
HB	.547	.045	12.292	.000
LO	.729	.037	19.678	.000
PC	.783	.033	23.991	.000
INI	.715	.037	19.467	.000
RM	.265	.041	6.450	.000

The organizational citizenship behavior measurement was tested by CFA and H₀ – organizational citizenship behavior factor structure is depicted in Figure 4.3, yielded a Chi-Square (χ^2) value of 532.451, with 162 degrees of freedom ($p < .0001$). The next fit statistic reported in the Chi-Square Test of Model Fit is the Baseline Model which reveals Chi-Square (χ^2) value of 7488.609 with 190 degrees of freedom ($p < .0001$).

Four of these alternate indices of fit were included in the output; the first was the comparative fit index (CFI) reporting value of .949 to assure that the organizational citizenship behavior measurement tested by CFA was fit; the second was the Tucker-Lewis Fit Index (TLI) reporting value of .940 indicating a well-fitting model with data; and the third and fourth were Akaike’s Information Criterion (AIC) and Bayes Information Criterion (BIC) describing candidates for the predictive and pars of fit indices Both the AIC and BIC take model fit into account (as per the Chi-Square, χ^2 alue) as well as the complexity of the model (as per model degrees of freedom or number of estimated parameters). The result reported AIC value of 13827.149 and the AIC is akin to the expected cross – validation index (ECVI) (Browne & Cudeck, 1989).

The last two measurements from the CFA of organizational citizenship behavior model fit indices, listed in Table 4.12, are about the root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR), which belong to the category of absolute indices of fit. Accordingly, RMSEA is used to assess

discrepancy and its value should be less than .05, indicating excellent fit, or .08 and above, indicating substantial approximation errors in the population. This study reported an RMSEA value of .068 with a 90% confidence interval ranging from .062 to .075, representing a good degree of precision and is consistent with the CFA of the organizational citizenship behavior measurement model shown in Table 4.12. This can reflect that the CFA model is sufficiently parsimonious and well-fit.

The standardized root mean square residual (SRMR) represented the average value across all standardized residuals, and ranges from .0 to 1.00; in a well-fitting model, this value will be small (say, .5 or less). In reviewing the result in Table 4.12, the SRMR value was .051. Given that the SRMR represented the average discrepancy between the observed samples and hypothesized correlation matrices, that model explains the correlation within an average error of .001.

In summary, it was evident from these analyses that one-factor models of organizational citizenship behavior represent factorial structure for managers (leadership) and immigrant workers. The load on factor entitled "organizational citizenship behavior" dimension is presented below in Table 4.10 and 4.12.

Table 4.12 Result summary of CFA of organizational citizenship behavior with model specifications

The Model Estimation Terminated Normally Test of Model Fit	
Chi-Square Test of Model Fit	
Value	532.451
Degrees of freedom	162
<i>p</i> -value	.000
Chi-Square Test of Model Fit for the Baseline Model	
Value	7488.609
Degrees of freedom	190
<i>p</i> -value	.000

Table 4.12 Result summary of CFA of organizational citizenship behavior with model specifications (Cont.)

CFI / TLI	
CFI	.949
TLI	.940
Loglikelihood	
H ₀ value	-6845.575
H ₁ value	-6579.349
Information Criteria	
Number of free parameters	68
Akaike (AIC)	13827.149
Bayesian (BIC)	14112.921
Sample – size adjusted BIC ($n^* = (n+2)/24$)	13897.089
Root Mean Square Error of Approximation (RMSEA)	
Estimate	.068
90% confidence interval (Percent CI)	.062 – .075
Probability RMSEA ≤ .05	.000
Standardized Root Mean Square Residual (SRMR)	.051

4.6.4 Structure of the Leader-Member Exchange

Using the component matrix of leader-member exchange to evaluate the factorial validity of a score obtained from a measurement instrument framework (see Table 4.13 and 4.14), another way to view the confirmatory factor analysis model in Figure 4.4. The results of leader-member exchange measurement by CFA can include LMX-1 (Liking), LMX-2 (Mutual Support), LMX-3 (Trust), LMX-4 (Attitude), LMX-5 (Attention), LMX-6 (Loyalty), and LMX-7 (Respect).

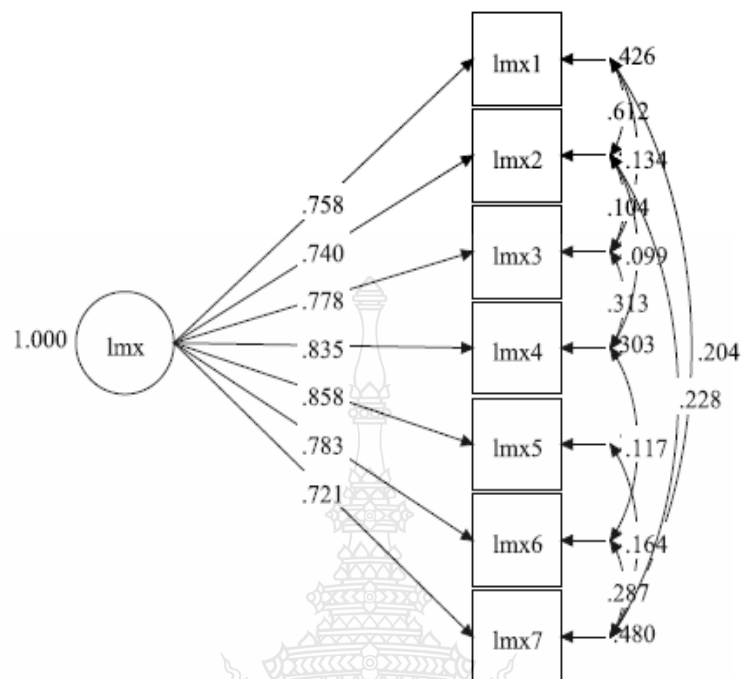


Figure 4.4 Measurement model of the first order CFA of the leader-member exchange

Table 4.13 Pattern of estimated parameters for measurement model of the first order CFA of leader-member exchange standardized model results (STDYX)

Observed Variable	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P– Value
LMX1	.758	.023	32.955	.000
LMX2	.740	.025	29.727	.000
LMX3	.778	.023	34.383	.000
LMX4	.835	.019	43.294	.000
LMX5	.858	.017	49.379	.000
LMX6	.783	.022	35.877	.000
LMX7	.721	.028	25.785	.000

Estimates were reported in Table 4.13. All factor loading parameters (Column 2), as well as statistical significance as indicated by values > 1.96 (Column 4: Est. / S.E), and all standard errors (Column 3) were satisfactory. The results of each factor loading parameter revealed a value between .721 to .858, especially LMX5 was the distinctive estimated parameter for the measurement model leader-member exchange.

As the syntax was matrix-based, just one vector (NU) and three matrices were explicitly shown in Table 4.13, with LAMBDA representing factor loading, THETA representing residuals, and PSI representing variance and covariances. In this case, the leader-member exchange paradigm was solely applicable to the CFA under consideration. Moreover, the parameters in the NU vector represented the intercepts of continuous observed variables. R-SQUARED values for both observed and latent dependent variables in the model were requested in the output command, as well as the R^2 value and its standard error were reported for each observed and latent dependent variable in the model. The R^2 values in Table 4.14 reflected the variation explained by each observed variable, and these R^2 values were computed by subtracting the square of the residual term from 1.0. Basically, these R^2 values were referred to as “communities” in factor analytic terminology. For the observed variable, the R^2 value should not be less than .20, indicating the weakness of the indicator variables. All of the R-SQUARE values of factor loading parameters revealed all estimate values between .520 to .737, which there was statistical significance and were in good-fit criteria. Particularly, LMX5 was the distinctive estimated parameter for the leader-member exchange assessment model.

Table 4.14 Result summary of CFA of leader-member exchange with model specifications and r-square values.

Observed Variable	Estimate	R²		Two – Tailed P– Value
		Standard Error S.E.	Estimate / Standard Error Est. / S.E.	
LMX by:				
LMX1	.574	.035	16.477	.000
LMX2	.547	.037	14.864	.000
LMX3	.605	.035	17.192	.000
LMX4	.697	.032	21.647	.000
LMX5	.737	.030	24.689	.000
LMX6	.613	.034	17.939	.000
LMX7	.520	.040	12.892	.000

The outcome of the first-order CFA is shown in table 4.14. It could be summarized that this framework is appropriate to clarify the interconnections among factors items and latent variables.

While the statistical significance examination is responsive to the size of the sample, which signifies that the Chi-square statistic virtually always declines the model when large samples are applied (Jöreskog & Sörbom, 1996), the leftovers outcomes are acceptable criteria. Therefore, it could be supported that the structure framework is the consistency to clarify the interconnections among seven items and latent variables.

The test of CFA of the leader-member exchange measurement model on H_0 – leader-member exchange factor structure was depicted in figure 4.4. The fit statistic reported in the Chi-square test of model fit for the baseline model, Chi-square (χ^2) value of 2663.182 with 21 degrees of freedom ($p < .0001$).

Four of these alternate indices of fit were included in the output; the first was the comparative fit index (CFI) reporting value of .998 to assure that the charismatic leadership measurement tested by CFA was fit; the second was the Tucker-Lewis Fit Index (TLI) reporting value of .990 indicating a well-fitting model with data; and the third and fourth were Akaike’s Information Criterion (AIC) and Bayes Information Criterion

(BIC) describing candidates for the predictive and pars of fit indices of fit; and the third and Both the AIC and BIC take into account model fit (as per the Chi-Square, c^2 value) as well as the complexity of the model (as per model degrees of freedom or number of estimated parameters). The result was a reported AIC value of 5547.875 and the AIC was akin to the expected cross-validation index (ECVI) (Browne & Cudeck, 1989).

The root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR), belonging to the category of absolute indices of fit, are reported. The RMSEA value are of .051 with 90% confidence interval ranging from .000 to .095, which represents a good degree of precision and is consistent with leader-member exchange model as shown in Table 4.15. This can reflect that CFA model is sufficiently parsimonious and well fit.

The standardized root mean square residual (SRMR) represented the average value across all standardized residuals, and ranges from .0 to .025; in well-fitting model, this value should be small (say, .5 or less). In reviewing the result in Table 4.15, the SRMR value was .008. Given that the SRMR represented the average discrepancy between the observed sample and hypothesized correlation matrices.

In summary, it was evident from these analyses that one-factor models of leader-member exchange represented the factorial structure for immigrant workers. The load on factor entitled “immigrant workers” dimension was presented in Table 4.13 and 4.15.

Table 4.15 Result summary of CFA of leader-member exchange with model specifications

The Model Estimation Terminated Normally Test of Model Fit	
Chi-Square Test of Model Fit	
Value	9.070
Degrees of freedom	4
<i>p</i> -value	.0594
Chi-Square Test of Model Fit for the Baseline Model	
Value	2663.182
Degrees of freedom	21
<i>p</i> -value	.000

Table 4.15 Result summary of CFA of leader-member exchange with model specifications (Cont.)

CFI / TLI	
CFI	.998
TLI	.990
Loglikelihood	
H ₀ value	-2742.938
H ₁ value	-2738.402
Information Criteria	
Number of free parameters	31
Akaike (AIC)	5547.875
Bayesian (BIC)	5678.154
Sample – size adjusted BIC ($n^* = (n+2)/24$)	5579.760
Root Mean Square Error of Approximation (RMSEA)	
Estimate	.051
90% confidence interval (Percent CI)	.000 - .095
Probability RMSEA ≤ .05	.421
Standardized Root Mean Square Residual (SRMR)	.008

4.6.5 Structure of Project Success

In this first stage, the inquiry focuses on the plausibility of a multidimensional project success structure. The confirmatory factory analysis (CFA) model in Figure 4.5 displays the component matrix of project success, testing the factorial validity of the measurement model. The values are presented in Table 4.16. From the related factors, it can be seen that a project success measurement model can include PM (Project Mission) and TMS (Top Management Support), respectively. The load on factor entitled “Project Success” dimension was presented in Table 4.16 and 4.17.

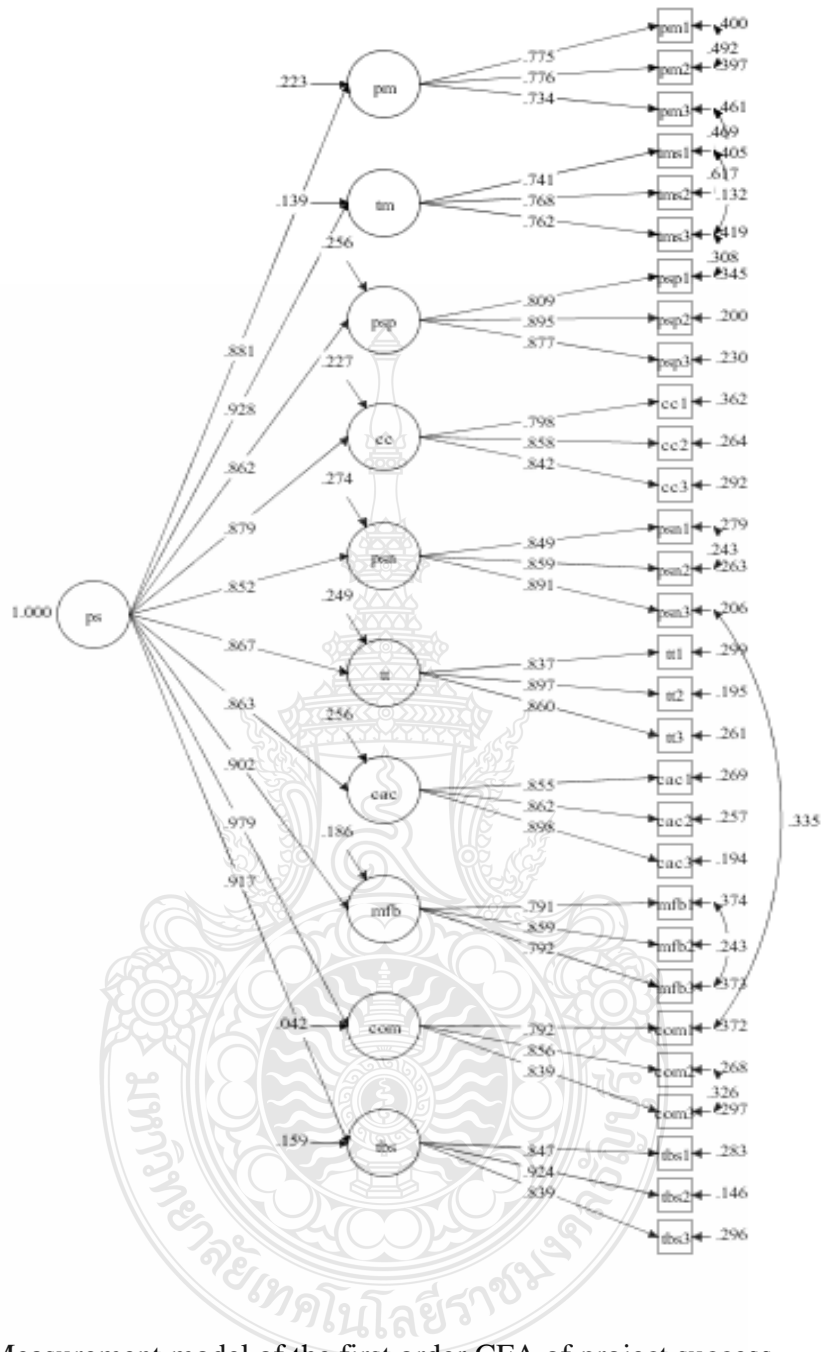


Figure 4.5 Measurement model of the first order CFA of project success

Table 4.16 Pattern of estimated parameters for measurement model of the first order CFA of project success standardized model results (STDYX)

Variable project success by:	Estimate	Standard Error S.E.	Estimate / Standard Error Est. / S.E.	Two – Tailed P– Value
PM	.881	.020	43.608	.000
TM	.928	.019	48.546	.000
PSP	.862	.016	55.408	.000
CC	.879	.016	56.686	.000
PSN	.852	.017	51.549	.000
TT	.867	.015	55.933	.000
CAC	.863	.015	55.925	.000
MFB	.902	.015	58.927	.000
COM	.979	.011	89.123	.000
TBS	.917	.012	79.591	.000

Estimates based on the STDYX standardization are reported in Table 4.16. All factor loading parameters (Column 2), as well as statistical significance as indicated by values > 1.96 (Column 4: Est. / S.E), and all standard errors (Column 3) were satisfactory. The results of each factor loading parameter revealed a value between .852 to .979, especially COM was the distinctive estimated parameter for the measurement model of project success.

As the syntax was matrix-based, just one vector (NU) and three matrices were explicitly shown in Table 4.16, with LAMBDA representing factor loading, THETA representing residuals, and PSI representing variance and covariances. In this case, the project success paradigm was solely applicable to the CFA under consideration. Moreover, the parameters in the NU vector represented the intercepts of continuous observed variables. R-SQUARED values for both observed and latent dependent variables in the model were requested in the output command, as well as the R^2 value and its standard error were reported for each observed and latent dependent variable in the model. The R^2 values in Table 4.17 reflected the variation explained by each observed

variable, and these R^2 values were computed by subtracting the square of the residual term from 1.0. Basically, these R^2 values were referred to as “communities” in factor analytic terminology. For the observed variable, the R^2 value should not be less than .20, indicating the weakness of the indicator variables. All of the R-SQUARE values of factor loading parameters revealed all estimate values between .726 and .958, which there was statistical significance and were in good-fit criteria. Particularly, COM was the distinctive estimated parameter for the project success assessment model.

Table 4.17 Result summary of CFA of project success with model specifications and r-square values.

Variable project success by:	Estimate	R^2		Two – Tailed P– Value
		Standard Error S.E.	Estimate / Standard Error Est. / S.E.	
PM	.777	.036	21.804	.000
TM	.861	.035	24.273	.000
PSP	.744	.027	27.704	.000
CC	.773	.027	28.343	.000
PSN	.726	.028	25.774	.000
TT	.751	.027	27.967	.000
CAC	.744	.027	27.962	.000
MFB	.814	.028	29.463	.000
COM	.958	.021	44.562	.000
TBS	.841	.021	39.796	.000

The outcome of the second-order CFA is shown in Table 4.17. It could be summarized that this framework was appropriate to clarify the interconnections among factors items and latent variables.

The test of CFA of the project success measurement model indicating H_0 – project success factor structure is depicted in Figure 4.5, yielded a Chi-Square (χ^2) value of 1201.621, with 385 degrees of freedom ($p < .0001$). The next fit statistic reported the

Chi-square test of model fit for the baseline model, Chi-square (χ^2) value of 14308.028 with 435 degrees of freedom ($p < .0001$).

The indices of fit were included in the output; the first was the comparative fit index (CFI) reporting value of .941 to assure that project success measurement tested by CFA was fit; the second is Tucker – Lewis fit index (TLI) reporting value of .933 indicating a well – fitting model with data; and the third and the fourth are Akaike’s Information Criterion (AIC), and Bayes Information Criterion (BIC) describing candidates for the predictive and parsimony – corrected category of fit indices. Both the AIC and BIC took into account for model fit (as per the Chi-Square, χ^2 value) as well as the complexity of the model (as per model degrees of freedom or number of estimated parameters). The result reported AIC value of 18792.129 and the AIC is akin to the expected cross – validation index (ECVI) (Browne & Cudeck, 1989).

The root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR), belonging to the category of absolute indices of fit, are reported. The RMSEA value is .066 with a 90% confidence interval ranging from .061 to .070, which represents a good degree of precision and is consistent with the CFA of the project success measurement model as shown in Table 4.18, reflecting that the CFA model is sufficiently parsimonious and well-fit.

The standardized root mean square residual (SRMR) represented the average value across all standardized residuals, and ranges from .0 to 1.00; in well-fitting model, this value should be small (say, .5 or less). In reviewing the result in Table 4.18, the SRMR value was .036. Given that the SRMR represented the average discrepancy between the observed sample and hypothesized correlation matrices within an average error of .001.

In summary, it was evident from these analyses of one – factor models of the project success representing factorial structure. The load on factor entitled “project success” dimension is presented below Table 4.18.

Table 4.18 Result summary of CFA of project success with model specifications

The Model Estimation Terminated Normally Test of Model Fit	
Chi-Square Test of Model Fit	
Value	1201.621
Degrees of freedom	385
<i>p</i> -value	.000
Chi-Square Test of Model Fit for the Baseline Model	
Value	14308.028
Degrees of freedom	435
<i>p</i> -value	.000
CFI / TLI	
CFI	.941
TLI	.933
Loglikelihood	
H ₀ value	-9286.064
H ₁ value	-8685.254
Information Criteria	
Number of free parameters	110
Akaike (AIC)	18792.129
Bayesian (BIC)	19254.408
Sample – size adjusted BIC ($n^* = (n+2)/24$)	18905.266
Root Mean Square Error of Approximation (RMSEA)	
Estimate	.066
90% confidence interval (Percent CI)	.061 - .070
Probability RMSEA ≤ .05	.000
Standardized Root Mean Square Residual (SRMR)	.036

4.6.6 Testing the Factorial Validity of Scores from a Measuring Instrument

Validity analysis of model

For construct validity, all factor loading values are greater than .6, except RM variable that obtained value lower than .6, which was .515. However, some researchers also accepted factor loading with value greater than .5. In addition, the test of average variance extracted (AVE) from this study also yielded the related values greater than .6. Consequently, there were 32 items that could be used for model analysis.

Table 4.19 Convergent validity: standardized factor loading (λ), the variance due to the measurement error ($Var.(\delta)$), composite reliability (CR), average variance extracted (AVE)

Constructs	Items (n)	λ	λ^2	$Var. (\delta)$	AVE	CR
F1 (CL)	SE	.781	.610	.390	.692	.918
	SMN	.755	.570	.430		
	SVA	.874	.764	.236		
	PR	.868	.754	.246		
	UB	.874	.764	.236		
F2 (TL)	IM	.869	.755	.245	.701	.921
	IIA	.808	.654	.347		
	IIB	.765	.585	.415		
	IS	.884	.782	.219		
	IC	.854	.730	.271		
F3 (OCB)	HB	.740	.547	.453	.608	.883
	LO	.854	.729	.271		
	PC	.885	.783	.217		
	INI	.846	.715	.285		
	RM	.515	.265	.735		

Table 4.19 Convergent validity: standardized factor loading (λ), the variance due to the measurement error ($Var.(\delta)$), composite reliability (CR), average variance extracted (AVE) (Cont.)

Constructs	Items (n)	λ	λ^2	$Var. (\delta)$	AVE	CR
F4 (LMX)	LMX1	.758	.574	.426	.613	.917
	LMX2	.740	.547	.453		
	LMX3	.778	.605	.395		
	LMX4	.835	.697	.303		
	LMX5	.858	.737	.263		
	LMX6	.783	.613	.387		
	LMX7	.721	.520	.480		
F5 (PS)	PM	.881	.777	.223	.799	.975
	TM	.928	.861	.139		
	PSP	.862	.744	.256		
	CC	.879	.773	.227		
	PSN	.852	.726	.274		
	TT	.867	.751	.249		
	CAC	.863	.744	.256		
	MFB	.902	.814	.186		
	COM	.979	.958	.042		
	TBS	.917	.841	.159		

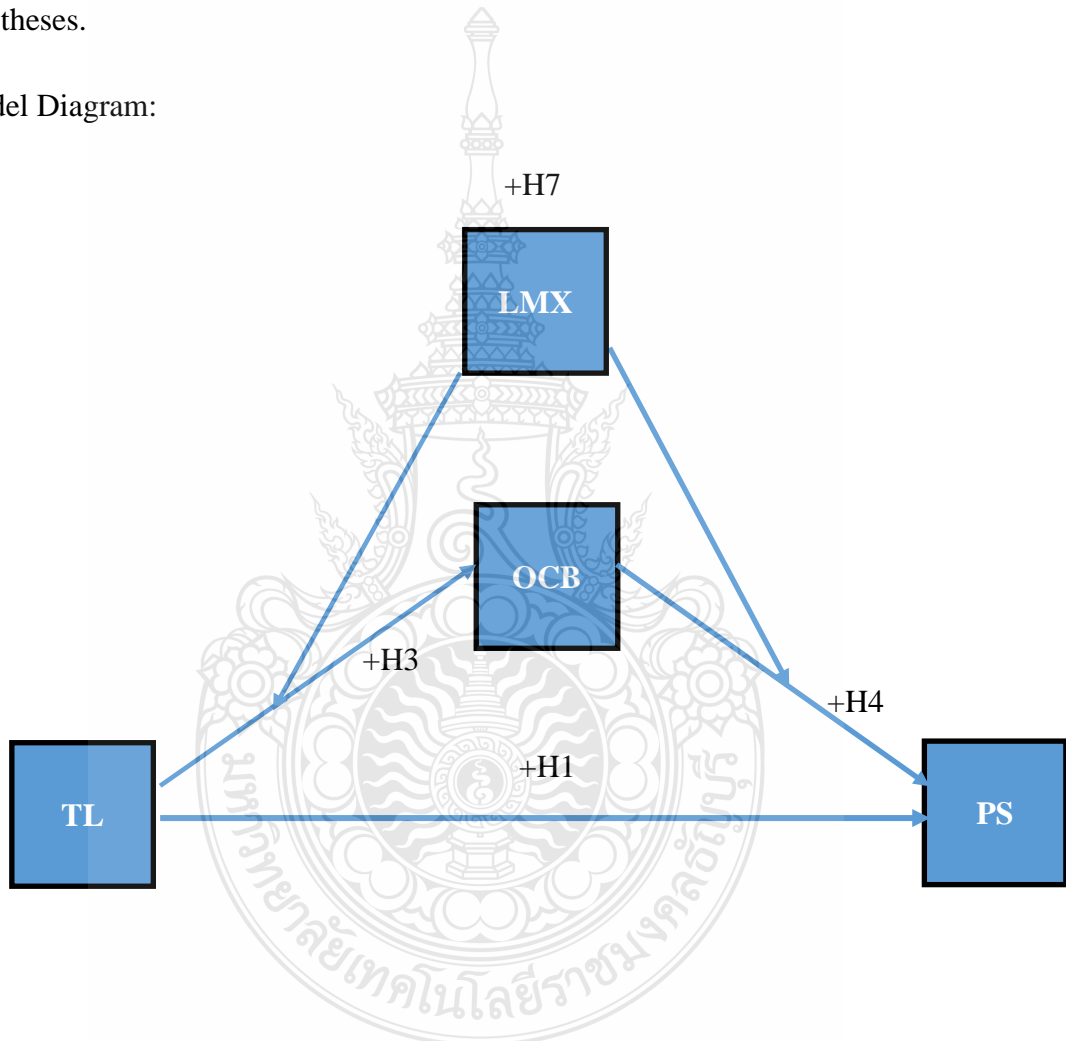
Referring to the outcome of the first-order CFA show as table 4.19 it could be summarized that this framework is appropriate to clarify the interconnections among factors items and latent variables.

4.7 Moderation-Mediation analysis

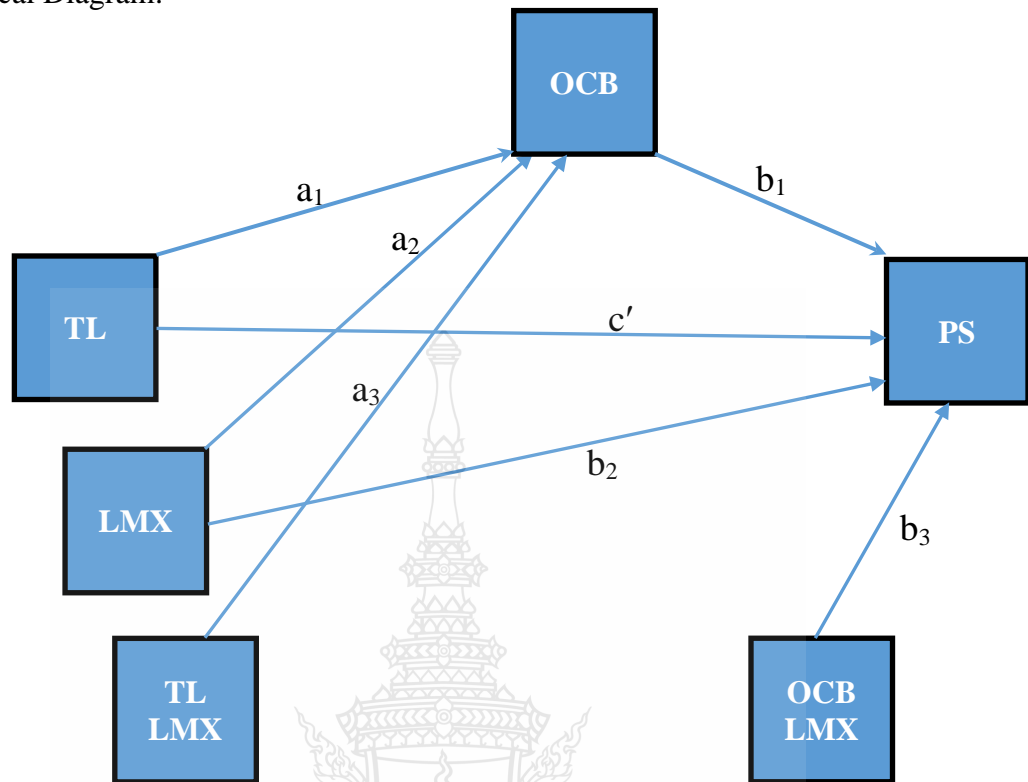
4.7.1 The result of portion analysis 1: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H1, H3, H4, and H7.

For testing the hypotheses: H1; H3; H4 and H7, the study used a moderated-mediation analysis from Model 58: 1 which is summarized and presented in below Figure 4.6. It can be studied through the use of SPSS statistical software package to test the hypotheses.

Model Diagram:



Statistical Diagram:



Significance level: * p -value < .05, ** p -value < .01, *** p -value < .001

Figure 4.6 Illustration of moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables – mediator path and the mediator-dependent variables path).

The summarized outcome of a moderated-mediation analysis for the first assumption in order to analyse hypotheses: H1, H3, H4, and H7 is presented in below Table 4.20 – 4.21.

Considering the outcome variable: organizational citizenship behavior

Table 4.20 Result for model summary of outcome variable of organizational citizenship behavior, transformational leadership, leader-member exchange

Mode Summary							
	R	R²	MSE	F	df1	df2	p
OCBL	.800	.640	.080	290.477	3.000	490.000	.000

	coeff	se	t	p	LLCI	ULCI
Constant	-.002	.013	-.171	.865	-.027	.023
TL→OCBL	.717	.024	29.420	.000	.669	.765
LMX→OCBL	-.006	.019	-.289	.773	-.044	.032
Int_1→OCBL	-.100	.037	-2.697	.007	-.172	-.027

Significance level: * p -value < .05, ** p -value < .01, *** p -value < .001

Table 4.20 showed that transformational leadership had a direct effect on organizational citizenship behavior with coefficient value of .717 at the statistically significant level as of .001. At the same time, interaction (Int 1) between transformational leadership and leader-member exchange variables presented coefficient value of -.100 at statistically significant level of .007. The results indicated that leader-member exchange was able to be as a functional activation variable between transformational leaderships to organizational citizenship behavior.

Table 4.21 Result for model summary of tests of highest order unconditional interactions, X * W interaction:

Model					
Tests of highest order unconditional interactions, X = transformational leadership by W = LMX interaction:					
Focal predict: TL (X)					
Mod var: LMX (W)					
	R2-chng	F	df1	df2	p
X*W	.005	7.272	1.000	490.000	.007
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001					

Table 4.22 Conditional effects of the focal predictors at values of the moderator (s)

Conditioning Values	LMX	Effect	se	t	p	LLCI	ULCI
LOW	-.661	.783	.037	21.290	.000	.711	.855
MED	.000	.717	.024	29.420	.000	.669	.765
HIGH	.661	.651	.032	20.278	.000	.588	.714
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001							

LMX value in conditional in graph are the mean and +/- SD from the mean.

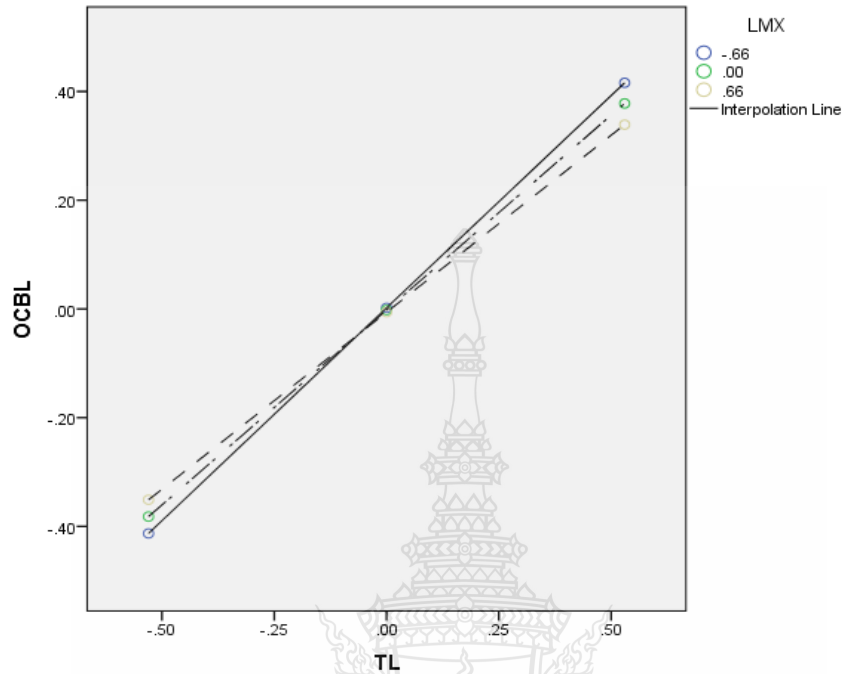


Figure 4.7 Graph analysis findings of organizational citizenship behavior, transformational leadership, leader-member exchange by moderated-mediation analysis from Model 58: 1. (which moderates both independent variables – mediator path and mediator-dependent variables path)

From Table 4.22, leader-member exchange level can be classified into three groups: high, middle, and low (+ -1SD). All three groups had statistically significant outcomes, regardless of how much transformational leadership was linked to leader-member exchange interaction. Despite this, the impact of transformative leadership on organizational citizenship behavior remained. The influence of transformational leadership on organizational citizenship behavior was greater with low leader-member exchange groups than with larger leader-member exchange levels, with condition effects of the focal predictors at the moderator's values, respectively.

Considering the Outcome Variable: Project Success

Table 4.23 Result for model summary of outcome variable of transformational leadership, organizational citizenship behavior, leader-member exchange, project success interactions (X*W):

Model Summary							
	R	R ²	MSE	F	df1	df2	p
PS	.841	.706	.086	294.244	4.000	489.000	.000
Model							
	coeff	se	t	p	LLCI	ULCI	
Constant	4.326	.013	327.532	.000	4.300	4.352	
TL→PS	.320	.041	7.747	.000	.239	.401	
OCBL→PS	.649	.046	13.996	.000	.558	.740	
LMX→PS	-.011	.020	-.556	.579	-.050	.028	
Int_1 →PS	-.080	.045	-1.777	.076	-.168	.008	

Note. Int_1= OCBL * LMX

Significance level: **p*-value < .05, ***p*-value < .01, ****p*-value < .001

Table 4.23 indicated that transformational leadership and organizational citizenship behavior directly influenced project success with coefficient value of .320 and .649 at the statistically significant level of .001. Meanwhile, the interaction (Int 1) between organizational citizenship behavior and leader-member exchange variables had coefficient value of -.080 at the statistically significant level of .076. These indicated that leader-member exchange cannot be a functional activation variable between organizational citizenship behavior and leader-member exchange at a statistically significant level of .076, respectively.

Table 4.24 Result for model summary of tests of highest order unconditional interactions, X * W interaction:

Model					
Tests of highest order unconditional interactions, W = leader-member exchange interaction,					
Focal predict: OCBL (M)					
Mod var: LMX (W)					
	R2-chng	F	df1	df2	p
M*W	.002	3.158	1.000	489.000	.076
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001					

Table 4.25 Condition effect of the focal predictor at values of the moderator (s)

Conditioning Values	LMX	Effect	se	t	p	LLCI	ULCI
LOW	-.661	.702	.055	12.834	.000	.594	.809
MED	.000	.649	.046	13.996	.000	.558	.740
HIGH	.661	.596	.055	10.747	.000	.487	.705
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001							

LMX value in conditional in graph are the mean and +/- SD from the mean.

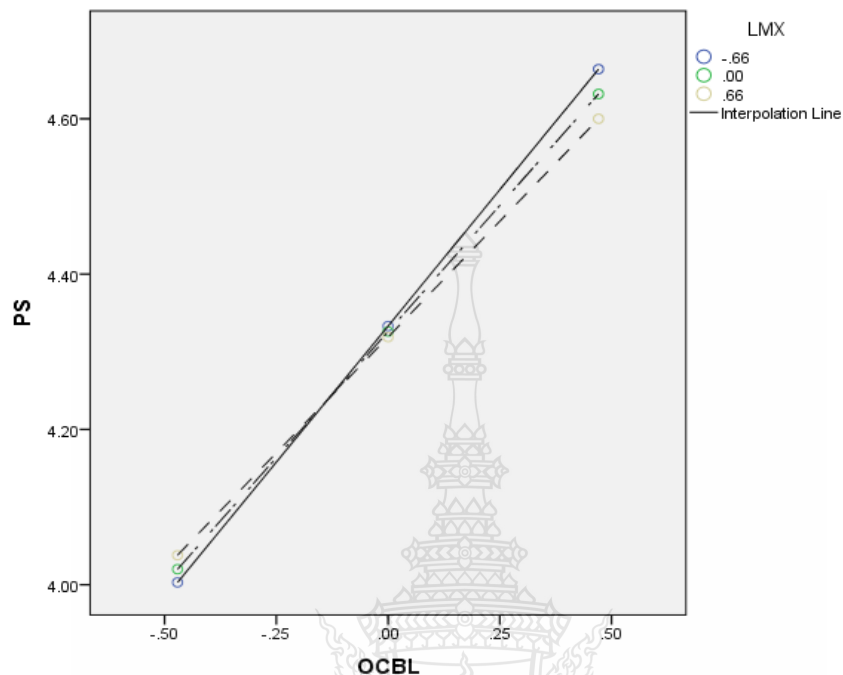


Figure 4.8 Graph analysis findings of OCBL, transformational leadership, leader-member exchange by moderated-mediation analysis from Model 58: 1. (which moderates both the independent variables – mediator path and the mediator-dependent variables path).

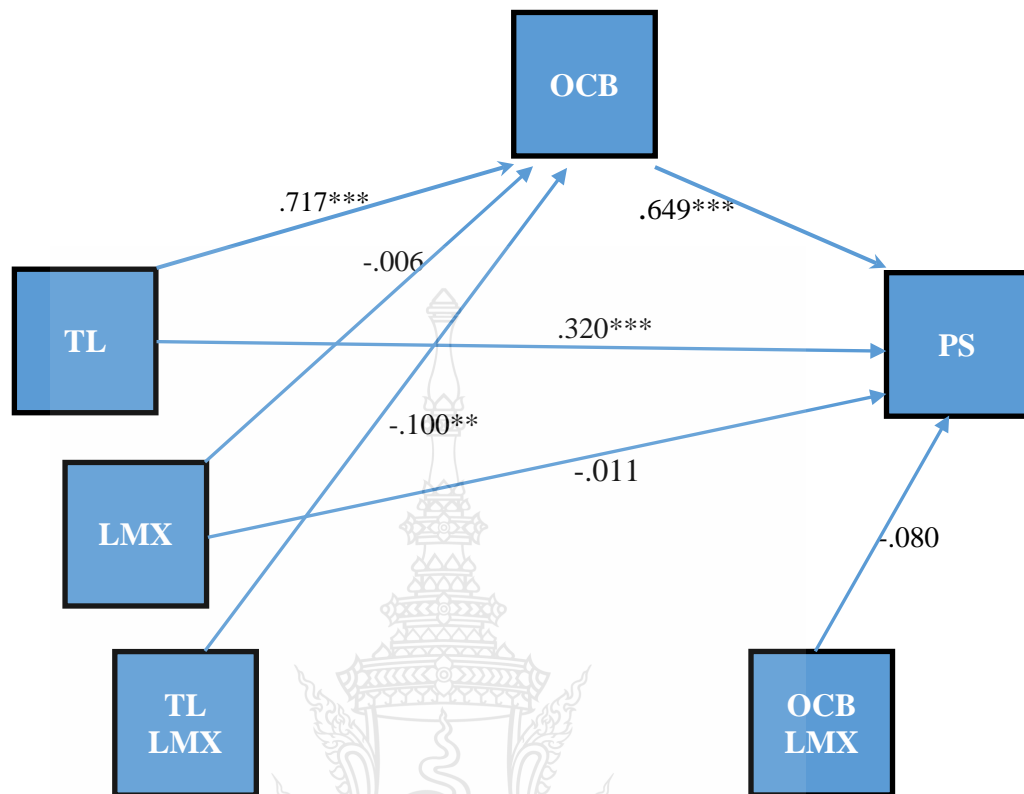
From Table 4.25, the leader-member exchange can be classified into three groups: high, middle, low (+ -1SD). The findings of all three groups were statistically significant and indicated that, regardless of how much or how little organizational citizenship behavior was related to leader-member exchange, the impact of organizational citizenship behavior on project success would continue to exist. Additionally, with low leader-member exchange levels, the influence of organizational citizenship behavior on project success was greater than with higher leader-member exchange levels, with condition effects of the focus predictors at the moderator's values.

Table 4.26 Result for considering the Direct and Indirect effects of X on Y

Model					
Direct and indirect effects of X on Y					
Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.320	.041	7.747	.000	.239	.401
Indirect effect: TL → OCB → PS					
Conditioning Values	LMX	Effect	BootSE	BootLLCI	BootULCI
LOW	-.661	.550	.050	.455	.652
MED	.000	.465	.046	.381	.564
HIGH	.661	.388	.052	.295	.500

From Table 4.26, it is found that transformational leadership had indirect influence on project success through organizational citizenship behavior determined by leader-member exchange as the moderator variable's function. Herewith, leader-member exchange can be classified into three groups: high, middle, low (+ -1SD). The path was significant. Thus, leader-member exchange in low, middle and high group had direct influence on transformational leadership and project success through organizational citizenship behavior, respectively. Also, leader-member exchange with slight correlation levels and with high, middle, and low groups, had indirect effects in the condition of the focal predictors at the moderator's values from transformational leadership to project success through organizational citizenship behavior.

Statistical Diagram:



Significance level: * p -value < .05, ** p -value < .01, *** p -value < .001

Figure 4.9 Illustration of analysis results of the interaction between the indirect (mediated) effect of transformational leadership and leader-member exchange on organizational citizenship behavior regarding follower and leaderships.

The summarized finding of a moderated-mediation analysis for the research assumption, to find out answer supported H1, H3, H4, H7 on portion analysis 1, that outcome of a moderated investigation It could summarize that this framework is appropriate to clarify the interactions among the moderated-mediation process.

Following the findings was found to answer the research Question No. 1, 3, 4, and 7: Does has a moderated mediation analysis of Individual-level the leader-member exchange moderates the indirect effect of transformational leadership on project success (project & performance)? From the portion study 1. The moderated – mediation analysis, to find out answer supported hypotheses by the Moderation-Mediation process. Base on the results, summarized the outcome of the hypothesized model portion study 1 for the

assumption to find out answers is accepted to support H1, H3 H4, H7, support Individual-level the leader-member exchange moderates the indirect effect of transformational leadership, on project success (project & performance) via organizational citizenship behavior, taken on portion study this.

4.7.2 The result of portion analysis 2: A moderated – mediation framework of conceptual diagram analysis for hypothesis: H2, H5, H6, and H8.

For testing the hypotheses H2, H5, H6, and H8 this implementation used a moderated-mediation analysis from Model 58: 1 summarized present in figure 4.10 below. It can be implemented through the use of an SPSS statistical software package to test the hypotheses.

Model Diagram:

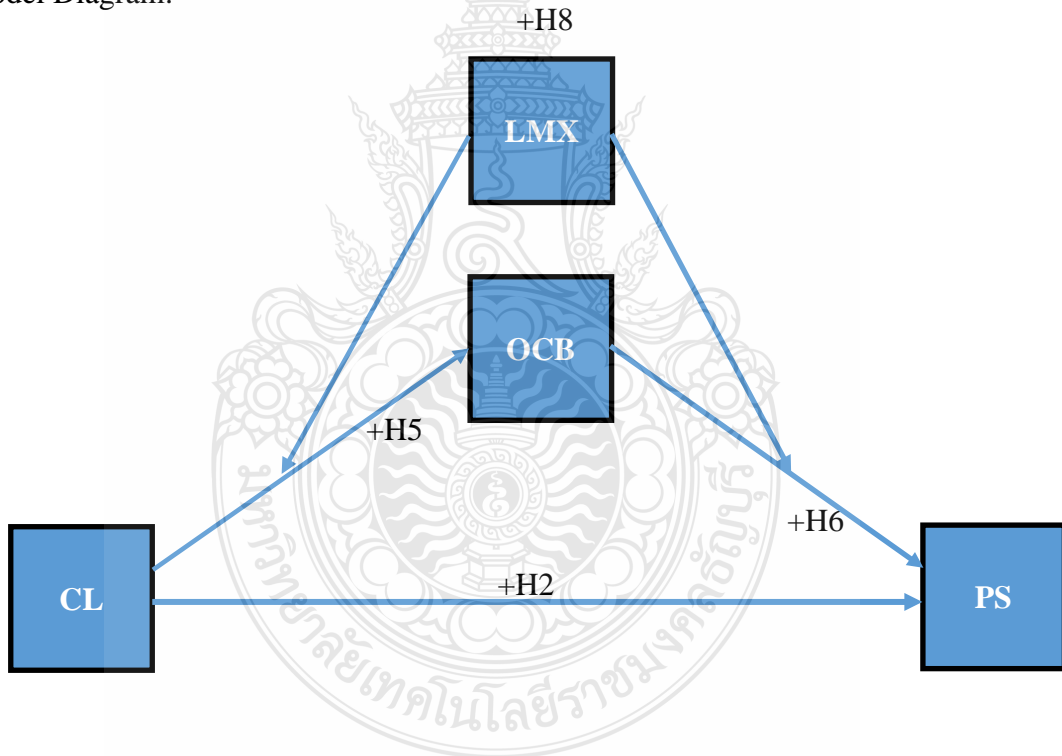


Figure 4.10 Illustration of Model Diagram and Statistical Diagram of moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables and the mediator-dependent variables path).

Statistical Diagram:

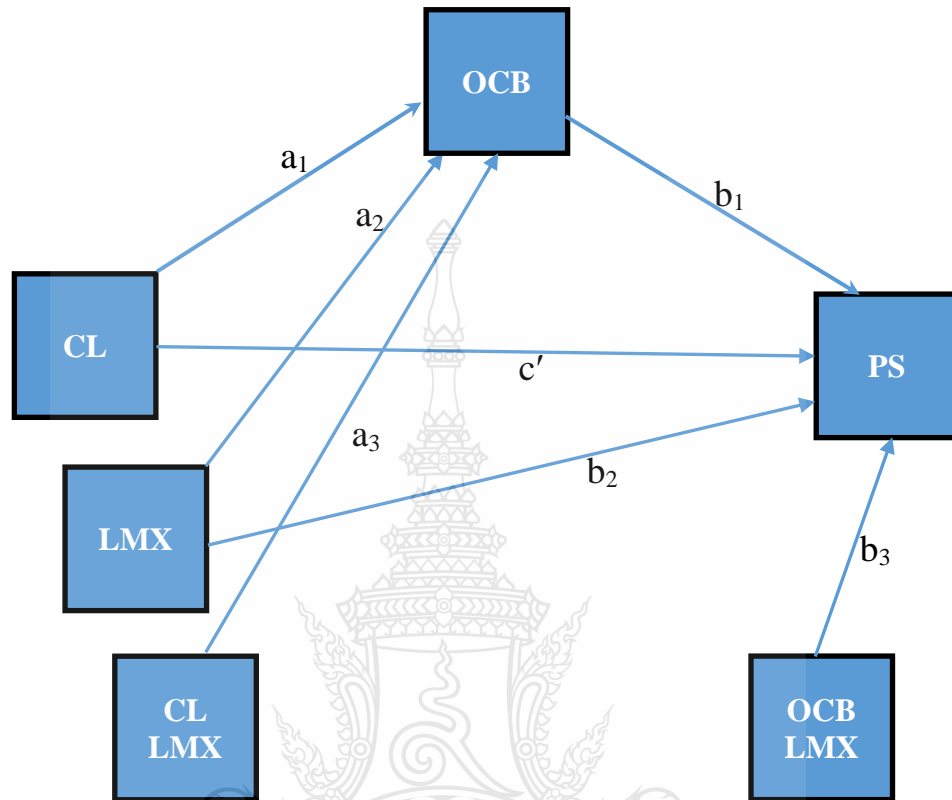


Figure 4.10 Illustration of Model Diagram and Statistical Diagram of moderated-mediation analysis from Model 58: 1 or more mediators (which moderates both the independent variables and the mediator-dependent variables path). (Cont.)

The summarized outcome of a moderated-mediation analysis for the last assumption to find out answer supported H2, H5, H6, and H8 on portion study 2 can be presented in Table 4.27 – 4.33.

Table 4.27 Result for model summary of outcome variable of organizational citizenship behavior, charismatic leadership, and leader-member exchange

Model Summary							
	R	R ²	MSE	F	df1	df2	p
OCBL	.753	.567	.097	213.822	3.000	490.000	.000
Model							
	Coeff	se	t	p	LLCI	ULCI	
Constant	.000	.014	-.003	.997	-.028	.027	
CL→OCBL	.737	.029	25.233	.000	.680	.795	
LMX→OCBL	-.030	.021	-1.395	.164	-.071	.012	
Int_1→OCBL	-.008	.045	-.168	.867	-.096	.081	

Note. Int_1= CL * LMX

Significance level: **p*-value < .05, ***p*-value < .01, ****p*-value < .001

Table 4.27 found that charismatic leadership had a direct effect on organizational citizenship behavior with coefficient value of .737 at the statistically significant level of .001. At the same time, the interaction (Int 1) between charismatic leadership and leader-member exchange variables presented coefficient value of -.008 at statistically significant level of .867. This result indicated that leader-member exchange cannot be as a functional activation variable between charismatic leadership and organizational citizenship behavior.

Table 4.28 Result for model summary of tests of highest order unconditional interactions, X * W interaction:

Model					
Tests of highest order unconditional interactions, X = charismatic leadership by W = leader-member exchange interaction: Focal predict: CL (X) Mod var: LMX (W)					
	R ² -chng	F	df1	df2	p
X*W	.000	.028	1.000	490.000	.867

Significance level: **p*-value < .05, ***p*-value < .01, ****p*-value < .001

Table 4.29 Conditional effects of the focal predictors at values of the moderator (s)

Conditioning Values	LMX	Effect	se	t	p	LLCI	ULCI
LOW	-.661	.742	.043	17.354	.000	.658	.826
MED	.000	.737	.029	25.233	.000	.680	.795
HIGH	.661	.732	.041	18.004	.000	.652	.812

Significance level: * p -value < .05, ** p -value < .01, *** p -value < .001

From Table 4.29, leader-member exchange level can be classified into three groups: high, middle, low (+ -1SD). No matter how much or how little charismatic leadership was linked to leader-member interaction, the statistically significant findings of all three groups were the same. The impact of charismatic leadership on organizational citizenship behavior would continue to exist. Also, leader-member exchange slight correlation levels, the influence of charismatic leadership on organizational citizenship behavior had greater conditional effects of the focal predictors at the moderator's values with low leader-member exchange groups than with higher leader-member exchange levels groups.



LMX value in conditional in graph are the mean and +/- SD from the mean.

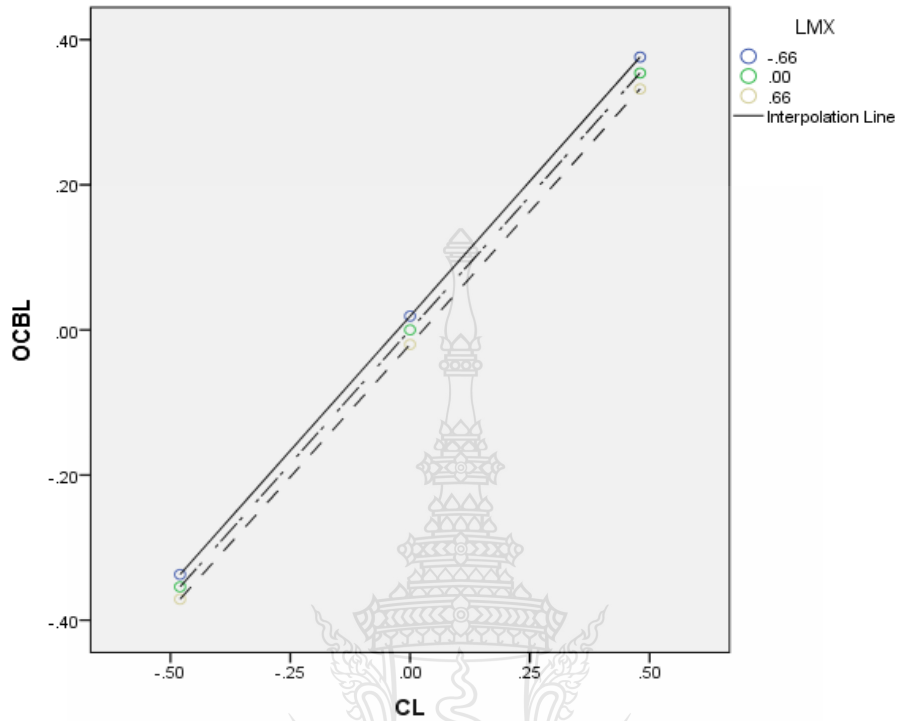


Figure 4.11 Graph analysis findings of organizational citizenship behavior, charismatic leadership, leader-member exchange by moderated-mediation analysis from Model 58: 1. (Which moderates both the independent variables – mediator path and the mediator-dependent variables path).

Considering the Outcome Variable: Project Success

Table 4.30 Result for model summary of outcome variable of charismatic leadership, organizational citizenship behavior, leader-member exchange, project success interactions (M*W):

Model Summary							
	R	R ²	MSE	F	df1	df2	p
PS	.843	.711	.084	301.104	4.000	489.000	.000
Model							
	coeff	se	t	p	LLCI	ULCI	
Constant	4.326	.013	330.221	.000	4.300	4.352	
CL→PS	.344	.041	8.310	.000	.263	.425	
OCBL→PS	.671	.042	15.889	.000	.588	.754	
LMX→PS	-.021	.020	-1.083	.279	-.061	.018	
Int_1 →PS	-.078	.045	-1.747	.081	-.166	.010	

Note. Int_1= OCBL * LMX

Significance level: **p*-value < .05, ***p*-value < .01, ****p*-value < .001

Table 4.30 indicates that charismatic leadership and organizational citizenship behavior directly influenced project success with coefficient value of .344 and .671, with the statistically significant level of .001. Meanwhile, the interaction (Int 1) between organizational citizenship behavior and leader-member exchange variables presented the coefficient value of -.078 at statistically significant level of .081. These indicated that leader-member exchange cannot be a functional activation variable between organizational citizenship behavior and leader-member exchange.

Table 4.31 Result for model summary of Tests condition effect of the focal predictor at values of the moderators: organizational citizenship behavior, leader-member exchange, and project success.

Model					
Tests of highest order unconditional interactions, Y = PS by W = LMX interaction:					
Focal predict: OCBL (M)					
Mod var: LMX (W),					
	R ² -chng	F	df1	df2	p
M*W	.002	3.052	1.000	489.000	.081
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001					

Table 4.32 Conditional effects of the focal predictors at values of the moderator (s)

Conditioning Values	leader-member exchange	Effect	se	t	p	LLCI	ULCI
LOW	-.661	.723	.051	14.077	.000	.622	.824
MED	.000	.671	.042	15.889	.000	.588	.754
HIGH	.661	.620	.052	11.988	.000	.518	.721
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001							

From Table 4.32, leader-member exchange level can be classified into three groups: high, middle, low (+ -1SD). No matter how much or how little organizational citizenship behavior was linked to leader-member interaction, the statistically significant findings of all three groups were the same. The impact of organizational citizenship behavior on project success would continue to exist. Also, leader-member exchange slight correlation levels, the influence of organizational citizenship behavior on project success had greater conditional effects of the focal predictors at the moderator's values with low leader-member exchange groups than with higher leader-member exchange levels groups.

LMX value in conditional in graph are the mean and +/- SD from the mean.

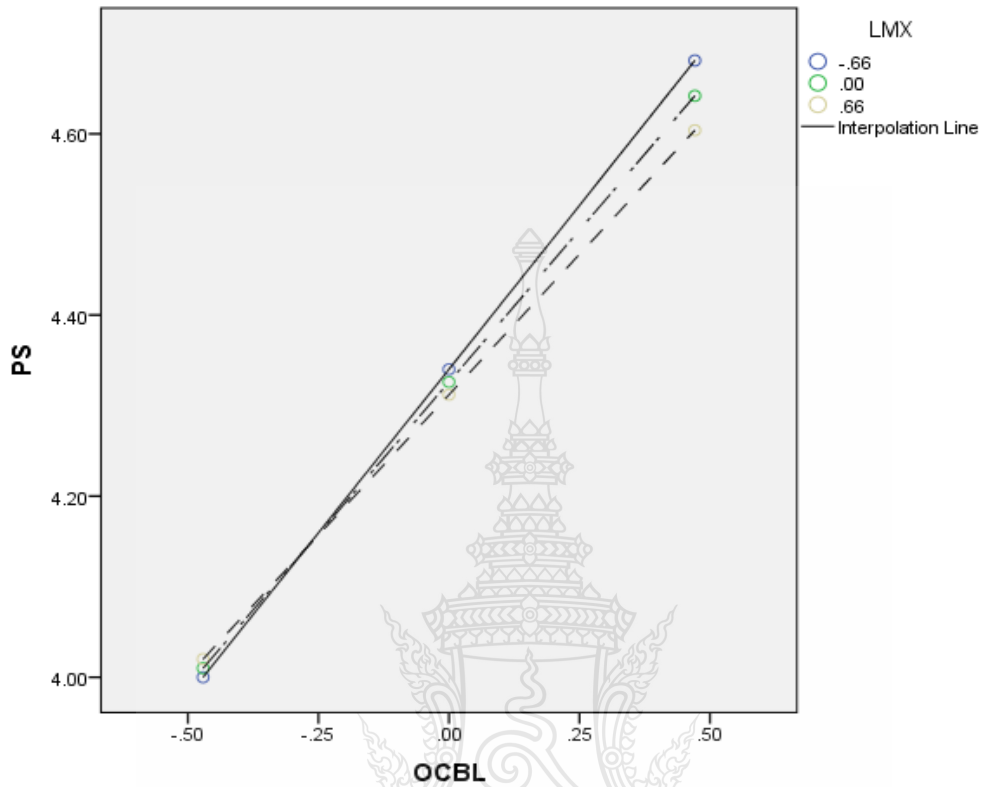


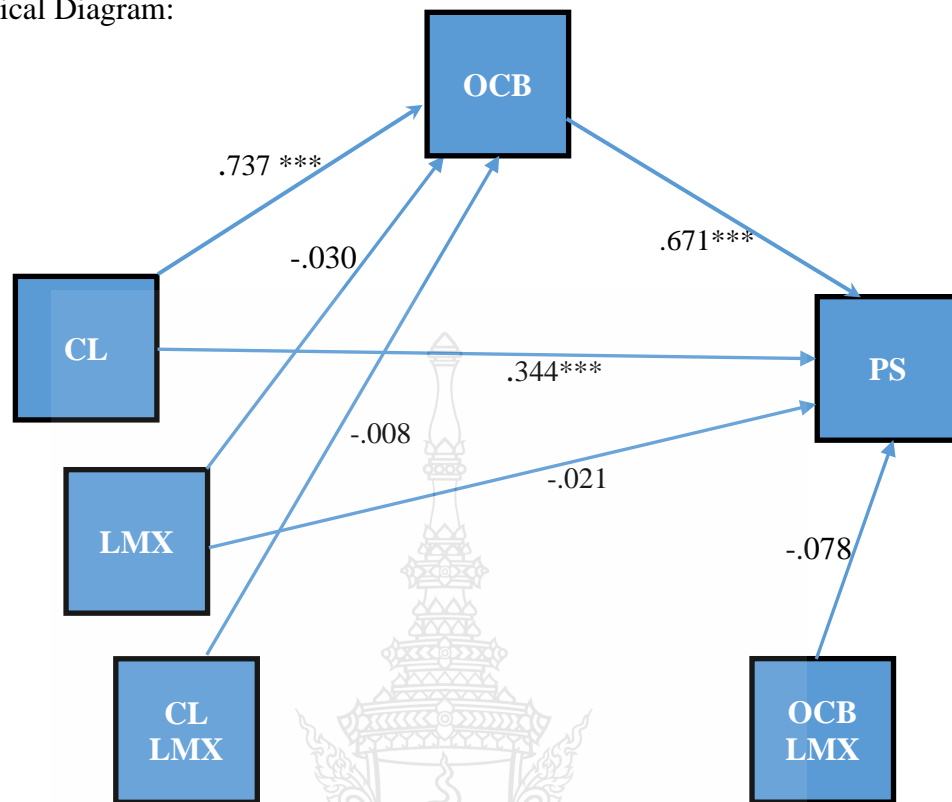
Figure 4.12 Graph analysis findings of organizational citizenship behavior, project success, and leader-member exchange by moderated-mediation analysis from Model 58: 1. (which moderates both the independent variables – mediator path and the mediator-dependent variables path).

Table 4.33 Result for considering the Direct and Indirect effects of X on Y

Model					
Direct and indirect effects of X on Y					
Direct effect of X on Y: CL on PS					
Effect	se	t	p	LLCI	ULCI
.344	.041	8.310	.000	.263	.425
Indirect effect: CL → OCB → PS					
Conditioning Values	LMX	Effect	BootSE	BootLLCI	BootULCI
LOW	-.661	.536	.049	.439	.636
MED	.000	.495	.042	.413	.578
HIGH	.661	.454	.048	.363	.548
Significance level: * <i>p</i> -value < .05, ** <i>p</i> -value < .01, *** <i>p</i> -value < .001					

From Table 4.33, the indirect influence of charismatic leadership on project success through organizational citizenship behavior was determined by the leader-member exchange as the moderator variable. The leader-member exchange level can be classified into three groups: high, middle, and low (+ -1SD). The path was significant. Thus, the leader-member exchange with all of the low, middle and high groups had a direct influence on charismatic leadership and project success through organizational citizenship behavior, respectively. In addition, the moderator's values from charismatic leadership to project success through organizational citizenship behavior were an indirect impact condition of the focus predictors at the leader-member exchange with minor correlation levels with high, medium, and low groups.

Statistical Diagram:



Significance level: * p -value < .05, ** p -value < .01, *** p -value < .001

Figure 4.13 Illustration of analysis results of the interaction between the indirect (mediated) effect of transformational leadership and leader-member exchange on organizational citizenship behavior against follower and leaderships.

The summarized findings of a moderated-mediation analysis for the last assumption to analyse hypotheses: H2, H5, H6, and H8 on portion study 2 were reported. The outcome of a moderated investigation can be summarized that this framework is appropriate to clarify the interactions among the moderated-mediation process.

Following the findings were to answer the research question No. 2, 5, 6, and 8: Does has a moderated mediation analysis of Individual-level the leader-member exchange moderates the indirect effect of charismatic leadership on project success (project & performance)? The moderation-mediation variable via organizational citizenship behavior can yield the results to support hypotheses H2, H5, H6, and H8, illustrating that the individual level of the leader-member exchange moderated the indirect effect of

charismatic leadership on project success (project and performance) via organizational citizenship behavior.

4.8 Hypotheses Examination

This section is to describe the findings of the eight essential research hypotheses which is shown in Table 4.34:

Table 4.34 The summary results of hypothesis testing for the theoretical model

Hypothesis	Results
Hypothesis 1: New-genre leadership, with the components portion of transformational leadership, has a positive influence on project success (project & performance).	Accepted
Hypothesis 2: New-genre leadership, with the components portion of charismatic leadership, has a positive influence on project success (project & performance).	Accepted
Hypothesis 3: New-genre leadership, with the components portion of transformational leadership, has a positive influence on organizational citizenship behavior of leaders at the workplace or construction site.	Accepted
Hypothesis 4: The indirect effect of transformational leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance).	Accepted
Hypothesis 5: New-genre leadership, with the components portion of charismatic leadership, has a positive influence on organizational citizenship behavior of leaders at the workplace or construction site.	Accepted
Hypothesis 6: The indirect effect of charismatic leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance).	Accepted

ble 4.34 The summary results of hypothesis testing for the theoretical model (Cont.)

Hypothesis	Results
<p>Hypothesis 7: Individual-level leader-member exchange moderates on project success (project & performance) via organizational citizenship behavior, with the transformational leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site.</p>	Accepted
<p>Hypothesis 8: Individual-level leader-member exchange moderates on project success (project & performance) via organizational citizenship behavior, with the charismatic leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site.</p>	Accepted

4.9 Chapter Summary

The results were distinctive from the investigation, which discover that there are significant positive relations. In the workplace or on the construction site, leader-member exchange interaction has a beneficial impact on an individual subordinate. Significant levels support a moderation-mediation analysis of individual level leader and member exchange that merely moderates the indirect impact of transformational leadership on project success (project and performance). Aside from that, when an individual-level leader-member exchange is unique on the theoretical model, the mediation variable through organizational citizenship behavior is more significant. Furthermore, on the theoretical model, new-genre leadership, with the components of transformational leadership and charismatic leadership, is extraordinary when it comes to the mediation variable via organizational citizenship behavior to project success (project and performance) of an individual subordinate at the workplace or construction site.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

This chapter concludes with a discussion of the findings. Furthermore, the contributions of the findings are highlighted in terms of both theoretical and managerial implications. Finally, the limitations are discussed, along with suggestions for further research.

5.1 Conclusion

From the research, the objective is to examine the role of new-genre leadership, organizational citizenship behaviours, and leader-member exchange, on project success (project and performance). In terms of the quantitative approach, data was gathered from 988 participants covering 494 managers and 494 subordinates. All of the participants are employed in the real estate sector in Thailand, where they work on housing building projects and play key positions in project management teams. The subordinates are immigrant workers from other countries, namely (mainly from Myanmar, Cambodia, and Laos).

The results of testing moderation-mediation variables on conceptual framework in portion study 1 with hypotheses: H1, H3, H4, and H7 using SPSS statistical software package reveals that aforementioned hypotheses are supported, summarizing that this studied conceptual framework is appropriate to clarify the interactions among the moderated-mediation process. Regarding portion study 1, these findings can answer the research questions: No. 1, 3, 4, and 7 advocating whether moderation-mediation analysis of individual-level leader-member exchange moderates the indirect effect of transformational leadership on project success (project and performance). Notably, the hypothesis (H1), which is trying to explore a new genre leadership, with the components portion of transformational leadership, has a positive influence on project success (project and performance). Additionally, the third hypothesis (H3) examines if new genre leadership, with the components portion of transformational leadership has a positive influence on organizational citizenship behaviors of leaders at the workplace or construction site. Aside from that, the fourth hypothesis (H4) sought to determine if the

indirect effect of transformational leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance). Instead of looking at how the leader-member exchange moderates project success (project and performance) through organizational citizenship behaviors, the seventh hypothesis (H7) focused on Individual-level leader-member exchange moderates on project success (project & performance) via organizational citizenship behavior, with the transformational leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site.

Based on the portion of study 1, the results show that the hypotheses: H1, H3 H4, and H7 are supported, and this means that individual-level leader-member exchange moderates the indirect effect of transformational leadership, on project success (project and performance) via organizational citizenship behavior.

According to portion study 2, the moderation-mediation analysis of hypotheses including H2, H5, H6, and H8 has been conducted using the SPSS statistical software package. The results from the study indicated that the conceptual framework is appropriate to clarify the interactions among the moderated-mediation process. Crucially, the second hypothesis (H2) sought to examine if new-genre leadership, with the components portion of charismatic leadership, has a positive influence on project success (project & performance). While the fifth hypothesis (H5) sought to examine if the new genre leadership, with the components portion of charismatic leadership, has a positive influence on organizational citizenship behaviors of leaders at the workplace or construction site. Furthermore, the sixth hypothesis (H6) aimed to investigate the indirect effect of charismatic leadership on project success (project & performance) via organizational citizenship behavior, such that the results present a positive influence on project success (project & performance). Lastly, the eighth hypotheses (H8) aimed to investigate whether individual-level leader-member exchange moderates on project success (project and performance) via organizational citizenship behaviors, with the charismatic leadership, has mediation variable via organizational citizenship behavior, and project success (project & performance) of leaders at the workplace or construction site. Based on the findings, the hypothesized model analysis from portion 2 indicated that

the hypotheses including H2, H5, H6, and H8 have been supported, and this means that individual-level leader-member exchange moderates the indirect effect of charismatic leadership on project success (project and performance) via organizational citizenship behavior.

The new genre leadership which includes elements of charismatic leadership and transformational leadership provide a moderation-mediation analysis of the leader-member exchange, organizational citizenship behavior, and project success. In line with the aforementioned result, the result can benefit the business and management sections as follows:

a) In order to create a personal training program, real estate companies may use the studied data and findings as guidelines. These data and findings could have been used to create visions and strategic plans for real estate companies so they might compete effectively and become industry leaders.

b) Leaders in the real estate sector may use the data and findings of this study as management strategies or frameworks to apply inside their companies, allowing them to achieve long-term success.

c) Real estate company employees will comprehend and be able to apply the findings for their own personal development in order to become valuable members of the organization, which will result in project success (both in terms of project and performance) as well as the long-term success of the organization.

d) Organizations in industries may be able to use the findings of this study as strategic plans and policies for effective and competent administration of organizations. The data will be used as a practice for gaining competitive advantages and ensuring the long-term performance of real estate companies.

e) Scholars in the related field can use and modify the findings from this study as a guideline for future research. In addition, the findings will be made accessible to the public as information for organization development for the long-term success of the project (project and performance).

The discussions for each research question together with hypothesis investigation and conclusions were presented in the next section.

5.2 Discussion

5.2.1 The Effect of New-Genre Leadership with Transformational Leadership on Project Success

Regarding the first research question stating that “is there any positive direct effect of new-genre leadership, with transformational leadership, related to the project success, including project and performance, of leaders at the workplace or construction site?”, the result can be discussed consequently. Remarkably, the findings showed that an individual of project leaders had a major impact on the success of the project, which confirmed the findings of hypothesis 1 on the conceptual framework. The findings of the structural equation model, on the other hand, show a statistically significant connection between the new-genre leadership and the components part of transformational leadership, which has a favorable effect on the success of the project. Whereas, the reasons are controversy of (Sumner, Bock, & Giamartino, 2006) who found that the relationship between the characteristics of a project leader and project success exhibits distinctive positive leadership behaviors, such as sharing a vision, challenging the process, and enabling others to act. To summarize, new-genre leadership can encompass transformational leadership that covers inspirational motivation, idealized influence attributed, idealized influence behavior, intellectual stimulation, and individualized consideration, which can later benefit the project's success. In addition, transformational leadership factors can influence project success through some good management and practices on project mission, top management support, project schedule/plan, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, and trouble-shooting. As a consequence, the project mission must be concerned with the clarity of goals and general instructions expressing the subordinates' vivid perspectives in order for them to follow comprehensible guidelines and directions. Furthermore, new-genre leadership with optimistic and enthusiastic leadership can help subordinates accomplish challenging assignments. Because the leader is upbeat and passionate, these influencing effects of each element attract followers and supply them with difficult tasks and elevated expectations, leading to project success at the end. Accordingly, the hypotheses 1 indicate support for latent variables associated with the constructs.

5.2.2 The Effect of New-Genre Leadership with Charismatic Leadership on Project Success

Regarding to the second research question stating that “is there any positive direct effect of new-genre leadership, with charismatic leadership, related to project success including project and performance of leaders at the workplace or construction site?”, the result can be discussed consequently. Profoundly, the result revealed a significant influence on project success of an individual of leaders, which accepted the findings of hypothesis 2 on the conceptual framework. It hypothesized that the former would result in better task performance, group cohesion, value congruence, and consensus within the group and a deepening commitment to organizational goals. Interestingly, the structural equation model results present a significant influence of new-genre leadership with, charismatic leadership, regarding sensitivity to the environment, sensitivity to members’ needs, strategic vision and articulation, personal risk, and unconventional behavior on project success through good management and practices on project mission, top management support, project schedule/plan, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, and trouble-shooting. Consequently, hypothesis 2 together with its latent variables linked to the constructs is supported (H2: p-value < .001).

5.2.3 The Effect of New-Genre Leadership with Transformational Leadership on Organizational Citizenship Behavior

Regarding to the third research question stating that “is there any positive direct effect of new-genre leadership, with transformational leadership, related to organizational citizenship behaviour of the leaders at the workplace or construction site?”, the result can be discussed accordingly. Herewith, the results indicated the linkage to several previous research and scholars such as Avolio et al. (2004) and Lindgren and Packendorff (2009), who studied frontline leaders and concluded that to be successful in work, managers and employees in the organization should be composed of transformational leadership including: inspirational motivation, idealized influence attributed, idealized influence behaviors, intellectual stimulation, and individualized consideration. Consequently, transformational leadership can have an influence on employees’ organizational citizenship behaviors, including helping behaviors, project loyalty, project-based

compliance, individual initiative, and relationship maintenance while participating in the same project. Accordingly, this mention is vital to support transformational leadership on the conceptual framework, implying that hypothesis 3 (H3) together with its latent variables linked to the constructs is supported (H3: p -value < .001).

5.2.4 Organizational Citizenship Behavior Mediating the Effect of Transformational Leadership on Project Success

Regarding the fourth research question stating that “does organizational citizenship behaviour mediate the relationship between transformational leadership and project success including project and performance?”, the result can be discussed accordingly. Herewith, the findings indicated that organizational citizenship behavior mediates the indirect impact of transformational leadership on project success. In reviewing the literature, the results revealed that there is strong support from previous research studies proposing the relationship between a leader and subordinates determines the overall effectiveness of management and obtains better outcomes (Gerstner & Day, 1997). Accordingly, the model describes a process for generating more high-quality relationships between leaders and individual employees within organizations. In the existing literature, Wang et al. (2005) provided empirical support of the effect of transformational leadership on followers’ task performance and organizational citizenship behavior. In conclusion, the hypothesis 4 together with its latent variables related to the constructs is found to be supported (H4: p -value < .001).

5.2.5 The Effect of New-Genre Leadership with Charismatic Leadership on Organizational Citizenship Behaviour

Regarding the fifth research question stating that “is there any positive direct effect of new-genre leadership with charismatic leadership related to organizational citizenship behaviour of leaders at the workplace or construction site?”, the result can be discussed accordingly. Overwhelmingly, the result revealed that new-genre leadership with charismatic leadership has a strong positive influence on organizational citizenship behavior an individual of leaders and subordinates, Herewith, the result is supported by many previous studies. For example, the study done by Nohe and Michaelis (2016) examining the hypothesis and found that individual-level leader charisma is indirectly associating with team organizational citizenship behavior via individual-level helping

behaviors, project loyalty, project-based compliance, individual initiative and relationship maintenance in the leader. Furthermore, the findings revealed that a positive relationship between charisma and trust increased leaders' willingness to engage in radical organizational changes. Indeed, leaders with charismatic leadership can also improve subordinate performance compared to leaders with none. In addition, the results show that leaders with charismatic leadership will result in better task performance, group cohesion, value congruence, and consensus within the group, as well as a deepening commitment to organizational goals. The result complements the theoretical model by postulating factors covering sensitivity to the environment, sensitivity to members' needs, strategic vision and articulation, personal risk, and unconventional behavior, which are vital to support charismatic leadership within the conceptual framework. Therefore, the hypothesis 5 with its latent variables related to the constructs can be supported (H5: p-value < .001).

5.2.6 Organizational Citizenship Behavior Mediating the Effect of Charismatic Leadership on Project Success

Regarding the sixth research question stating that “does organizational citizenship behaviour mediate the relationship between charismatic leadership and project success including project and performance?”, the result can be discussed accordingly. Significantly, the findings revealed that there was a mediating indirect effect of charismatic leadership on project success via organizational citizenship behavior. Correspondingly, the results are supported by previous research studies indicating the relationship between supervisor-rated outcomes of job performance and organizational citizenship behavior. The model describes a process for generating more high-quality relationships between leaders and individual employees within organizations. Based on this rationale, it is the mediation of the indirect effect of charismatic leadership on project success via organizational citizenship behavior substantially influencing high levels of project success and performance. Hence, the hypothesis 6 with its latent variables related to the constructs is supported (H6: p-value < .001).

5.2.7 The Effect of Transformational Leadership on Project Success through the Moderating Role of Leader-Member Exchange and the Mediating Role of Organizational Citizenship Behaviour

Regarding the seventh research question stating that “does organizational citizenship behavior mediate the effect of transformational leadership on project success including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual-level leader-member interchange is distinctive?”, the result can be discussed accordingly. Consequently, the result revealed that high-quality leader-member exchange can moderate the mediating effect of organizational citizenship behavior between transformational leadership and project success and performance. An association of quality leader-member exchange or leader-member exchange has not predicted performance scale, only high levels (Remus Ilies et al., 2007). In the existing literature, Wang et al. (2005) provided empirical support for the effect of transformational leadership and high-quality leader-member exchange relationships on follower task performance and organizational citizenship behavior. This is congruent with previous studies that proposed the differentiated relationship between a leader and subordinates determines the leader's overall effectiveness as well as the outcomes quality (Gerstner & Day, 1997). In addition, this study also found significant indirect effects from three groups of leader-member exchange. For all the low, middle, and high groups, the leader-member exchange had a linkage to transformational leadership and project success through organizational citizenship behavior, respectively. The leader-member exchange with slight correlation levels with high, middle, and low groups can have indirect effects on the condition of the focal predictors of the moderator's values, from transformational leadership to project success through organizational citizenship behavior. Hence, the hypothesis 7 with its latent variables related to the constructs is supported (H7: p-value < .001).

5.2.8 The Effect of Charismatic Leadership on Project Success through the Moderating Role of Leader-Member Exchange and the Mediating Role of Organizational Citizenship Behaviour

Regarding the eighth research question stating that “does organizational citizenship behavior mediate the effect of charismatic leadership on project success

including project and performance through the moderating role of leader-member exchange as well as the findings are stronger when an individual-level leader-member interchange is distinctive?”, the result can be discussed accordingly. Profoundly, the result revealed that leader-member exchange separated into three groups: high, middle, and low level can moderate the mediating effect of organizational citizenship behavior between charismatic leadership and project success and performance. No matter how much or how little leader-member exchange is related to organizational citizenship behavior, organizational citizenship behavior will have an influence on project success. Meanwhile, leader-member exchange has slight correlation levels with low leader-member exchange groups, the organizational citizenship behavior influencing project success obtains higher condition effects of the focal predictors at the moderator’s values than with higher leader-member exchange levels groups, respectively. Furthermore, charismatic leadership has an indirect influence on project success through organizational citizenship behavior determining with leader-member exchange as the moderator variable’s function. This result confirmed that when dividing levels of leader-member exchange into three groups: high, middle, and low, the leader-member exchange has a direct influence on charismatic leadership and project success through organizational citizenship behavior at all levels. Lastly, leader-member exchange with slight correlation levels from high, middle, and low groups can have an indirect effect on moderating path values from charismatic leadership to project success through organizational citizenship behavior. Hence, the hypothesis 8 with its latent variables related to the constructs is supported (H8: $p\text{-value} < .001$).

5.3 Contributions of the Study

5.3.1 Theoretical Implications

The results provide some implications for other scholars and researchers. First, the implication results increase the new-genre leadership body with transformational leadership. Transformational leadership has a strong positive influence on the organizational citizenship behavior of an individual leader at the workplace or construction site. Hence, these factors are critical to supporting transformational leadership conceptually.

Second, theoretical implications highlight the importance of each degree of leader-member exchange by categorizing it as low, medium, or high, and advocating for a moderating indirect impact on transformational leadership. All variables, including liking, mutual support, trust, attitude, attention, loyalty, and respect, may have impacts on factors relating to leader-member exchange, according to the associated factor. Furthermore, the leader-member exchange moderated the indirect impact of charismatic leadership on project success through organizational citizenship behavior on the other pathways at the individual level.

Finally, the findings show that a thorough study of new-genre leadership, including the components of transformational leadership and the components of charismatic leadership, has a favorable impact on project success.

5.3.2 Practical Contributions

The result has implications for the real estate construction industry. It proceeded as a correlation field analysis of housing construction projects in the real estate industry. Moreover, the management of a real estate firm can apply the results to more appropriate planning and investment by inspiring strategic and organizational goals. Meanwhile, inspirational can motivate by articulating effectively the importance of what corporate members are doing.

Moreover, management can determine the policies of leaders and followers concerning the relationships that will result in the success of projects in relation with various organizations' conflict in the future. Moreover, the leader and follower dyads transform interests from individuals into shared development of trust, respect, and obligations between the relevant parties in an organization. Whilst a higher relationship of quality leader-member exchange or leader-member exchange has predicted the scale of performance at all levels to enhance the organization's stability for sustainable extension of the country's real estate industry. Therefore, organizations in the real estate industry will be able to use the results of this study as a guideline to develop a personal training program to establish visions and strategic plans for the real estate organizations to fulfill their competency for competition and prepare leaders in the real estate business.

5.4 Research Limitations and Suggestions for Future Research

5.4.1 Limitations

Currently, there are various variables that may affect the operation of the construction industry, particularly in the global environment that encourages borderless among countries in the region, which have an impact on immigrant labor, mainly from Myanmar, Cambodia, and Laos countries, that will affect new-genre leadership that should be considered. Moreover, there are many factors involved in housing construction in the real estate industry in Thailand, such as government regulation and rules, demographic shift, infrastructure development, and technology development that are not included in this study. Then the users of this study should consider the limitations of other factors that may affect the particular situation.

5.4.2 Future Research

Concerning the multi-variables involved in the housing construction industry, it is reasonable to assume that it will be a challenge for future research to discover among various exogenous and endogenous variables that lead to focused comprehension and applications. Future research possesses an increased ability to find the interaction of the potential variables in the conceptual framework model, such as cross-cultural factors, demographic shifts, and technology development that may require coordination between leaders and followers. These could lead to emerging phenomena in a complex situation and issues concerning charismatic leadership and transformational leadership, leader-member exchange, organizational citizenship behavior, and how they are linked to project success. Thus, future research should investigate the personal level of the leader-member exchange from followers or workers from various cultures with the mediator or moderator on the other components of project mission, top management support, project schedule/plan, client consultation, personnel, technical Tasks, client acceptance, monitoring and feedback, communication, and trouble-shooting.

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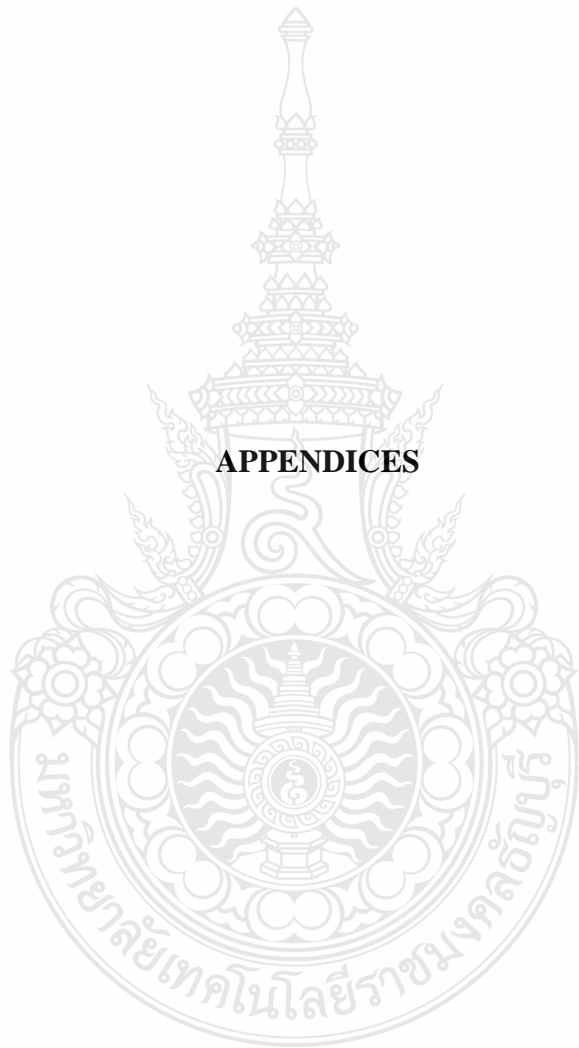
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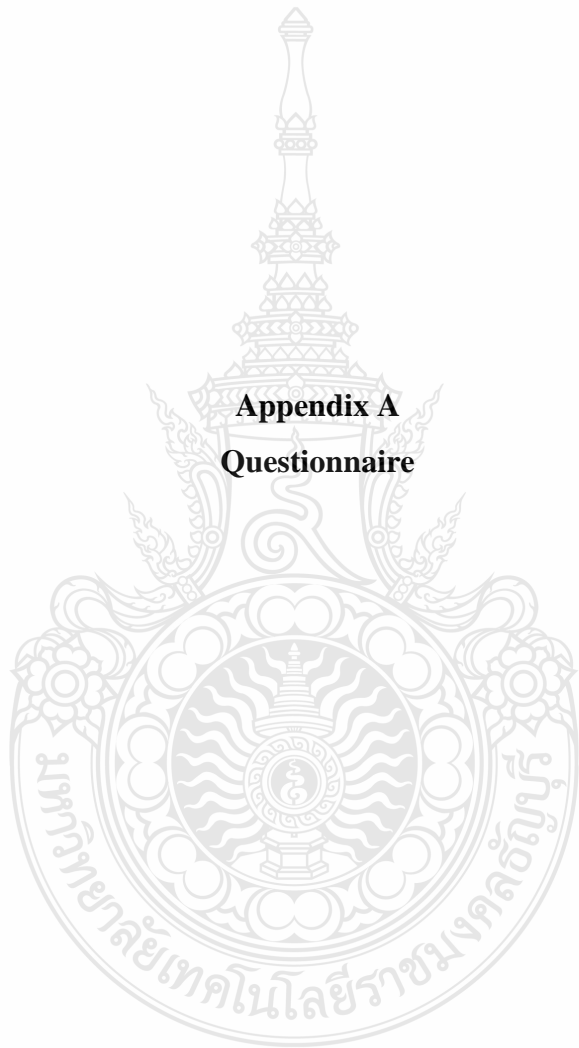
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APPENDICES



Appendix A
Questionnaire



**Questionnaire of Dissertation
for
Doctor of Philosophy in Business Management**

session -1 for Project manager or Supervisor staffs

Number.....

To a data provider

My name is Thadsuang Boonyathikarn, candidate for Doctor of Philosophy in Management, faculty of Business Administration at Rajamangala University of Technology Thanyaburi. My research topic is “THE ROLE OF NEW-GENRE LEADERSHIP, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND LEADER - MEMBER EXCHANGE, ON PROJECT SUCCESS (PROJECT & PERFORMANCE): A MODERATED MEDIATION ANALYSIS” and I do need the data from project manager and project supervisor as valuable resource for my study which I will be kept confidentially. This questionnaire is not evaluated as right or wrong, so please give the true data regarding to your opinion and experience. To complete all items in this questionnaire would be the most benefit to this study.

I want to confirm that the data you provided is for non-commercial research purpose.

Please accept my appreciation for providing information which will benefit the needs for project success of Real Estate industry in Thailand, please complete all items of this questionnaire and return it to Miss Thadsuang Boonyathikarn (CEO) at Narawadee Properties Group by September 15, 2018.

Thadsuang Boonyathikarn

Tel. 08 1836 1087

E-Mail: thadsuang2010@hotmail.com

**Part 1: Personal data and Working Condition
(Please / (check) into the correct items about you)**

1. Job Position
 (1) Project Manager (2) Supervisor
 (3) Others (Please specify.....)
2. Job Category
 (1) Project management (2) Engineering and design
 (3) Architecture and design (4) Quality assurance & Quality control
 (5) Supervision & construction control (6) Administration
 (7) Safety management
3. Gender
 (1) Male (2) Female
4. Age (Over 6 months, will be counted as 1 years)
 (1) 18 - 30 years (2) 31 – 40 years
 (3) 41 – 50 years (4) Over 50 years

5. Race
 (1) Thai (2) Others (please state)
6. Education
 (1) Secondary school or lower than secondary school
 (2) Certificate (3) Diploma
 (4) Bachelor degree (5) Higher than bachelor degree
7. Working experience in Thailand
 (1) less than 3 months
 (2) more than 3 months but less than 6 months
 (3) more than 6 months but less than 12 months
 (4) more than 12 months but less than 18 months
 (5) more than 18 month but less than 24 months
 (6) more than 24months
8. Period of working in the current project
 (1) Less than 3 months
 (2) More than 3 months but less than 6 months
 (3) More than 6 months but less than 12 months
 (4) More than 12 months but less than 18 months
 (5) More than 18 month but less than 24 months
 (6) More than 24months
9. Organization categories of owner projects
 (1) public company limited (2) private corporate
10. Value amount project operation
 (1) value less than 1,000 million baht
 (2) value more than 1,000 million baht
11. Number of houses and areas of the housing construction project
 (1) Not over 99 plots, or the total area of the project is less than 19 rai
 (1) Yes (2) No
 (2) Between 100 – 499 plots or the entire project area under 19 – 100 rai
 (1) Yes (2) No
 (3) More than 500 plots or area of the whole project under 100 rai
 (1) Yes (2) No
12. Categories characteristic of project
 (1) horizontal housing construction project (e.g. housing estate project, or housing development project)
 (2) vertical housing construction project (e.g. condominium, apartment)
13. Quantity immigrant workers are there working in your project
 (1) 1 - 100 persons (2) 101 - 200 persons
 (3) 201 – 300 persons (4) 301 - 400 persons
 (5) more than 400 persons

Part 2: Factors related to Project Success

Please / (check) into the column according to the level of your opinion: strongly disagree = (1), disagree = (2), neutral = (3), agree = (4), strongly agree = (5)

1. Charismatic Leadership (20 items)					
1.1 Sensitivity of the Environment					
SE_1. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives.	(1)	(2)	(3)	(4)	(5)
SE_2. Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational	(1)	(2)	(3)	(4)	(5)
SE_3. Recognizes the abilities and skills of other members in the organization	(1)	(2)	(3)	(4)	(5)
SE_4. Recognizes the limitations of other members in the organization	(1)	(2)	(3)	(4)	(5)
1.2 Sensitivity to Members' Needs (SMN)					
SMN_1. Influences others by developing mutual liking and respect	(1)	(2)	(3)	(4)	(5)
SMN_2. Shows sensitivity for the needs and feelings of the other members in the organization	(1)	(2)	(3)	(4)	(5)
SMN_3. Often expresses personal concern for needs and feelings of other members in the organization	(1)	(2)	(3)	(4)	(5)
1.3 Strategic Vision and Articulations (SVA)					
SVA_1. Entrepreneurial: seizes new opportunities in order to achieve goals	(1)	(2)	(3)	(4)	(5)
SVA_2. Provides inspiring strategic and organizational goals	(1)	(2)	(3)	(4)	(5)
SVA_3. Inspirational: able to motivate by articulating effectively the importance of what organizational members are doing	(1)	(2)	(3)	(4)	(5)
SVA_4. Consistently generates new ideas for the future of the organization	(1)	(2)	(3)	(4)	(5)
SVA_5. Exciting public speaker	(1)	(2)	(3)	(4)	(5)
SVA_6. Has vision: often brings up ideas about opportunities for the future	(1)	(2)	(3)	(4)	(5)
SVA_7. Readily recognizes new environmental opportunities (favorable physical and social	(1)	(2)	(3)	(4)	(5)

conditions) that may facilitate achievement of organizational objectives

1.4 Personal Risk (PR)

PR_1. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice	(1)	(2)	(3)	(4)	(5)
PR_2. Takes high personal risks for the sake of the organization	(1)	(2)	(3)	(4)	(5)
PR_3. Often incurs high personal costs for the good of the organization	(1)	(2)	(3)	(4)	(5)

1.5 Unconventional Behaviors (UB)

UB_1. Engages in unconventional behavior in order to achieve organizational goals	(1)	(2)	(3)	(4)	(5)
UB_2. Uses nontraditional means to achieve organizational goals	(1)	(2)	(3)	(4)	(5)
UB_3. Often exhibits very unique behavior that surprises other members in the organization	(1)	(2)	(3)	(4)	(5)

2. Transformational Leadership (MLQ Form 5X Short 10 ITEMS)

2.1 Inspiration Motivation (IM)

IM_1 I talk enthusiastically about what needs to be accomplished	(1)	(2)	(3)	(4)	(5)
IM_2 I express confidence that goals will be achieved	(1)	(2)	(3)	(4)	(5)

2.2 Idealized Influence Attribute (IIA)

IIa_1. I go beyond self-interest for the good of the group	(1)	(2)	(3)	(4)	(5)
IIa_2. I act in ways that build others' respect for me	(1)	(2)	(3)	(4)	(5)

2.3 Idealized Influence behavior

IIB_1. I talk about my most important values and beliefs	(1)	(2)	(3)	(4)	(5)
IIB_2. I consider the moral and ethical consequences of decisions	(1)	(2)	(3)	(4)	(5)

2.4 Intellectual Stimulation

IS_1. I seek differing perspectives when solving problems	(1)	(2)	(3)	(4)	(5)
IS_2. I suggest new ways of looking at how to complete assignments	(1)	(2)	(3)	(4)	(5)

2.5 Individualized Consideration (IC)

IC_1. I spend time teaching and coaching	(1)	(2)	(3)	(4)	(5)
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IC_2. I consider an individual as having different needs, abilities, and aspirations from others	(1)	(2)	(3)	(4)	(5)
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3. Organizational Citizenship Behavior (Organizational Citizenship Behavior 20 ITEMS)

3.1 Helping behavior (HB)

HB_1. I help project staff when they have heavy workloads.	(1)	(2)	(3)	(4)	(5)
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HB_2. I offer the project team members a helping hand if they need it at some stage in the course of the project.	(1)	(2)	(3)	(4)	(5)
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HB_3. I intervene and try to balance interests when disputes in the project team occur.	(1)	(2)	(3)	(4)	(5)
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3.2 Project Loyalty (PL)

LO_1. I defend the project when it is criticized from the outside.	(1)	(2)	(3)	(4)	(5)
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LO_2. I feel strongly committed to the project.	(1)	(2)	(3)	(4)	(5)
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LO_3. I describe the project positively if someone from outside asks me.	(1)	(2)	(3)	(4)	(5)
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LO_4. I do everything necessary so that the project objectives are achieved.	(1)	(2)	(3)	(4)	(5)
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3.3 Project-based Compliance (PC)

PC_1. I follow strictly the rules and instructions that apply to the project.	(1)	(2)	(3)	(4)	(5)
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PC_2. I strictly comply with the rules which were set during the kick-off meeting.	(1)	(2)	(3)	(4)	(5)
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PC_3. I conform to all contractual obligations I have in the project with great care.	(1)	(2)	(3)	(4)	(5)
---	-----	-----	-----	-----	-----

PC_4. I immediately inform the respective supervisor if I cannot meet deadlines.	(1)	(2)	(3)	(4)	(5)
--	-----	-----	-----	-----	-----

PC_5. I make the necessary improvements if the critique of my performance is justified.	(1)	(2)	(3)	(4)	(5)
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3.4 Individual Initiative (INI)

INI_1. I make innovative suggestions to improve the project work.	(1)	(2)	(3)	(4)	(5)
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INI_2. I outline chances and potentials that could arise in the course of the project.	(1)	(2)	(3)	(4)	(5)
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INI_3. I propose my own ideas and suggestions in the operative project work, even when it is not explicitly requested.	(1)	(2)	(3)	(4)	(5)
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INI_4. I keep myself informed about developments within the project, also outside my field of duty. (1) (2) (3) (4) (5)

3.5 Relationship Maintenance (RM)

RM_1. Occasionally, I catch up with former external project workers. (1) (2) (3) (4) (5)

RM_2. I maintain contacts to particular external project employees, even when we are not currently participating in the same project. (1) (2) (3) (4) (5)

RM_3. Occasionally, I contact selected external project employees of previous projects. (1) (2) (3) (4) (5)

RM_4. I keep in touch with particular external project workers, even beyond the project close-out. (1) (2) (3) (4) (5)

4. Project Success

4.1 Project Mission

PM_1. The basic goals of the project are clear to me. (1) (2) (3) (4) (5)

PM_2. I am aware of and can identify the beneficial consequences to the organization of the successful project. (1) (2) (3) (4) (5)

PM_3. Upper management shares the same basic goals of the project. (1) (2) (3) (4) (5)

4.2 Top Management Support

TMS_1. Upper management understands the amount of resources (money, time, manpower, equipment, etc.) required to implement this project. (1) (2) (3) (4) (5)

TMS_2. Upper management has issued their support of the project, in writing, to all managers and organizational members affected by the project. (1) (2) (3) (4) (5)

TMS_3. Upper management has granted me the necessary authority and will support my decisions concerning the project. (1) (2) (3) (4) (5)

4.3 Project Schedule/Plan (PSP)

PSP_1. I have received a detailed plan (including time schedules, milestones, manpower requirements, equipment requirements, etc.) for completion of the project. (1) (2) (3) (4) (5)

PSP_2. I know which project activities contain slack time or slack resources which can be utilized in other areas during emergencies. (1) (2) (3) (4) (5)

PSP_3. I have developed a satisfactory measurement system through which I can judge performance against budget and schedule.	(1)	(2)	(3)	(4)	(5)
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4.4 Client Consultation

CC_1. I understand the needs of those who will use the project.	(1)	(2)	(3)	(4)	(5)
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CC_2. The project is designed to accomplish the clients' needs.	(1)	(2)	(3)	(4)	(5)
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CC_3. Clients know who to contact in case of questions or misunderstandings at all phases of the implementation process.	(1)	(2)	(3)	(4)	(5)
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4.5 Personnel

PSN_1. My project team includes personnel with adequate technical and managerial skills.	(1)	(2)	(3)	(4)	(5)
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PSN_2. Adequate technical and/or managerial training (and time for training) is available for members of my project team.	(1)	(2)	(3)	(4)	(5)
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PSN_3. My project team personnel understand their role on the project team.	(1)	(2)	(3)	(4)	(5)
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4.6 Technical Tasks

TT_1. The appropriate technology (equipment, training programs, etc.) has been selected for Project Success.	(1)	(2)	(3)	(4)	(5)
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TT_2. The technology that is being implemented works well.	(1)	(2)	(3)	(4)	(5)
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TT_3. The people implementing this project understand it.	(1)	(2)	(3)	(4)	(5)
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4.7 Client Acceptance

CAC_1. An adequate presentation of the project has been developed for clients.	(1)	(2)	(3)	(4)	(5)
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CAC_2. The clients know who to contact when problems or questions arise.	(1)	(2)	(3)	(4)	(5)
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CAC_3. The project team is adequately informed of the project's progress so they can keep clients informed.	(1)	(2)	(3)	(4)	(5)
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4.8 Monitoring and Feedback

MFB_1. I regularly compare actual progress against the project schedule.	(1)	(2)	(3)	(4)	(5)
--	-----	-----	-----	-----	-----

MFB_2. When the budget or schedule is revised, the changes and the reasons for the changes are communicated to all members of the project team.	(1)	(2)	(3)	(4)	(5)
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MFB_3. I conduct regular meetings to monitor project progress and improve the feedback to the project team.	(1)	(2)	(3)	(4)	(5)
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4.9 Communication (COM)

COM_1. The reasons for any changes to existing policies/procedures have been explained to members of the project team, other groups affected by changes, upper management.	(1)	(2)	(3)	(4)	(5)
--	-----	-----	-----	-----	-----

COM_2. The results (decisions made, information received and needed, etc) of planning meetings are published and distributed to applicable personnel.	(1)	(2)	(3)	(4)	(5)
---	-----	-----	-----	-----	-----

COM_3. There exist well-defined channels for feedback from clients, upper management, members of other groups, and project team members when project implementation begins.	(1)	(2)	(3)	(4)	(5)
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4.10 Troubleshooting (TBS)

TBS_1. I have addressed "problem areas" by discussing them with appropriate personnel and identifying a solution strategy.	(1)	(2)	(3)	(4)	(5)
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TBS_2. I am following the progress of the solution strategies in all "problem areas!"	(1)	(2)	(3)	(4)	(5)
---	-----	-----	-----	-----	-----

TBS_3. Project team members are encouraged to take quick action on problems on their own initiative.	(1)	(2)	(3)	(4)	(5)
--	-----	-----	-----	-----	-----

Additional Comments

Please fill in your alias or pen name and other details in case the researcher can recheck the data collection process.

Alias (pen name)

.....

Telephone No. or Email

.....

Place for Providing Data

.....

Name of Data Collector

.....

Please accept my appreciation for providing information which will benefit the needs for project success of Real Estate industry in Thailand, please complete all items of this questionnaire and return it to Miss Thadsuang Boonyathikarn (CEO) at Narawadee Properties Group by September 15, 2018.



12. Education
- (1) Lower than primary school (2) Primary school
- (3) Lower secondary school (4) Secondary school
- (5) Higher than secondary school
9. Working experience in Thailand
- (1) less than 3 months
- (2) more than 3 months but less than 6 months
- (3) more than 6 months but less than 12 months
- (4) more than 12 months but less than 18 months
- (5) more than 18 month but less than 24 months
- (6) more than 24months
10. Period of working in the current project
- (1) Less than 3 months
- (2) More than 3 months but less than 6 months
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- (1) public company limited (2) private corporate
10. Value amount project operation
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- (2) value more than 1,000 million baht
11. Number of houses and areas of the housing construction project
- (1) Not over 99 plots, or the total area of the project is less than 19 rai
- (1) Yes (2) No
- (2) Between 100 – 499 plots or the entire project area under 19 – 100 rai
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- (3) More than 500 plots or area of the whole project under 100 rai
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12. Categories characteristic of project
- (1) horizontal housing construction project (e.g. housing estate project, or housing development project)
- (2) vertical housing construction project (e.g. condominium, apartment)
13. Quantity immigrant workers are there working in your project
- (1) 1 - 100 persons (2) 101 - 200 persons
- (3) 201 – 300 persons (4) 301 - 400 persons
- (5) more than 400 persons

Part 2: Factors related to Project Success

Please / (check) into the column according to the level of your opinion: strongly disagree = (1), disagree = (2), neutral = (3), agree = (4), strongly agree = (5)

1. The leader-member exchange (7 ITEMS)

1.1 Liking (leader-member exchange-1)

leader-member exchange-1. Do you know where you stand with your leader...do you usually know how satisfied your leader is with what you do? (1) (2) (3) (4) (5)

1.2 Mutual Support (leader-member exchange-2)

leader-member exchange-2. How well does your leader understand your job problems and needs? (1) (2) (3) (4) (5)

1.3 Trust (leader-member exchange-3)

leader-member exchange-3. How well does your leader recognize your potential? (1) (2) (3) (4) (5)

1.4 Attitude (leader-member exchange-4)

leader-member exchange-4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work? (1) (2) (3) (4) (5)

1.5 Attention (leader-member exchange-5)

leader-member exchange-5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out" at his/her expense? (1) (2) (3) (4) (5)

1.6 Loyalty (leader-member exchange-6)

leader-member exchange-6. I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so. (1) (2) (3) (4) (5)

1.7 Respect (leader-member exchange-7)

leader-member exchange-7. How would you characterize your working relationship with your leader? (1) (2) (3) (4) (5)

2. Organizational Citizenship Behavior (Organizational Citizenship Behavior 20 ITEMS)

2.1 Helping behavior (HB)

HB_1. I help project staff when they have heavy workloads.	(1)	(2)	(3)	(4)	(5)
HB_2. I offer the project team members a helping hand if they need it at some stage in the course of the project.	(1)	(2)	(3)	(4)	(5)
HB_3. I intervene and try to balance interests when disputes in the project team occur.	(1)	(2)	(3)	(4)	(5)

2.2 Project Loyalty (PL)

LO_1. I defend the project when it is criticized from the outside.	(1)	(2)	(3)	(4)	(5)
LO_2. I feel strongly committed to the project.	(1)	(2)	(3)	(4)	(5)
LO_3. I describe the project positively if someone from outside asks me.	(1)	(2)	(3)	(4)	(5)
LO_4. I do everything necessary so that the project objectives are achieved.	(1)	(2)	(3)	(4)	(5)

2.3 Project-based Compliance (PC)

PC_1. I follow strictly the rules and instructions that apply to the project.	(1)	(2)	(3)	(4)	(5)
PC_2. I strictly comply with the rules which were set during the kick-off meeting.	(1)	(2)	(3)	(4)	(5)
PC_3. I conform to all contractual obligations I have in the project with great care.	(1)	(2)	(3)	(4)	(5)
PC_4. I immediately inform the respective supervisor if I cannot meet deadlines.	(1)	(2)	(3)	(4)	(5)
PC_5. I make the necessary improvements if the critique of my performance is justified.	(1)	(2)	(3)	(4)	(5)

2.4 Individual Initiative (INI)

INI_1. I make innovative suggestions to improve the project work.	(1)	(2)	(3)	(4)	(5)
INI_2. I outline chances and potentials that could arise in the course of the project.	(1)	(2)	(3)	(4)	(5)
INI_3. I propose my own ideas and suggestions in the operative project work, even when it is not explicitly requested.	(1)	(2)	(3)	(4)	(5)
INI_4. I keep myself informed about developments within the project, also outside my field of duty.	(1)	(2)	(3)	(4)	(5)

2.5 Relationship Maintenance (RM)

RM_1. Occasionally, I catch up with former external project workers.	(1)	(2)	(3)	(4)	(5)
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- RM_2. I maintain contacts to particular external project employees, even when we are not currently participating in the same project. (1) (2) (3) (4) (5)
- RM_3. Occasionally, I contact selected external project employees of previous projects. (1) (2) (3) (4) (5)
- RM_4. I keep in touch with particular external project workers, even beyond the project close-out. (1) (2) (3) (4) (5)

Additional Comments

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Please fill in your alias or pen name and other details in case the researcher can recheck the data collection process.

Alias (pen name)
.....

Telephone No. or Email
.....

Place for Providing Data
.....

Name of Data Collector
.....

Please accept my appreciation for providing information which will benefit the needs for project success of Real Estate industry in Thailand, please complete all items of this questionnaire and return it to Miss Thadsuang Boonyathikarn (CEO) at Narawadee Properties Group by September 15, 2018.

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