ISSN (Online): 3007-1038 ● Pages: 104–120 ● DOI: 10.62997/rl.2024.31043 ● https://regionallens.com ● © The Author(s) 2024

Project Success through Project Leadership and Project Management in the NGO Sector of Pakistan

Mohammad Ali [1] **Yuneeb Ilyas** [2] **Muhammad Sachal Zia** [3]

Abstract: Project management strategies and leadership styles applied to non-governmental organizations impact their overall success rates. Traditional, agile, and hybrid project management methodologies each present unique benefits and obstacles. The selection approach needs to analyze the project type along with its technical needs and the situational factors in which the NGO operates. Leadership styles should be chosen, ranging from autocratic, democratic, and laissez-faire, according to project objectives, team dynamics, and cultural aspects within the organization. The different designs present benefits along with specific drawbacks. A structured decision-making process is derived from autocratic leadership, while democratic leadership enhances both team morale and productivity, and laissez-faire leadership provides improved worker satisfaction. Opportunities for success within non-governmental organization projects remain independent from the implementation of correct project management approaches and leadership styles. Project success emerges when different fundamental elements work harmoniously together to address particular circumstances and challenges. The NGO sector depends on flexibility, adaptability, and a data-driven approach to project management and leadership to achieve the best possible results.

Key Words: Project Success, NGO Success, Leadership Styles

Introduction

Non-Governmental Organizations, abbreviated as NGOs, are characterized as independent entities that operate outside the realm of government influence with the primary mission to promote public welfare through non-governmental strategies (Theron & Roodt, 2001). In underdeveloped countries, NGOs serve as vital agents for fostering progress and mitigating the impact of natural calamities. These organizations actively tackle the challenges arising from ecological, financial, and societal disruptions, contributing to overall stability and growth (Alnasseri et al., 2013).

NGOs are currently being used to address issues brought on by environmental and social upheavals and economic (Batti, 2014). To address these multifaceted tasks, NGOs are needed to execute complex projects. Their operations are mostly project-oriented and designed as short-term solutions to cater to immediate community requirements while nurturing the community's internal resources for future demands. As a result, project management has become an essential aspect of NGOs' organizational capacity building to ensure their project's effectiveness and success (Trivellas & Drimoussis, 2013). NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021).

[1] Assistant Professor, Management Science Department, COMSATS University Islamabad, Abbottabad Campus, Khyber Pakhtunkhwa, Pakistan. Email: m_ali@cuiatd.edu.pk
[2] MS Scholar, Management Science Department, COMSATS University Islamabad, Abbottabad Campus, Khyber Pakhtunkhwa, Pakistan. Email: Yuneebali@yahoo.com
[3] Student BBA, School of Business Studies, Institute of Business Administration (IBA), Karachi, Sindh, Pakistan. Email: M.Sachal.29932@khi.iba.edu.pk

Citation: Ali, M., Ilyas, Y., & Zia, M. S. (2024). Project Success through Project Leadership and Project Management in the NGO Sector of Pakistan. *Regional Lens, 4*(1), 104-120. https://doi.org/10.62997/rl.2024.31044

Corresponding Author: Mohammad Ali (✉ m_ali@cuiatd.edu.pk)

Project Management plays a crucial role in facilitating and supporting various aspects such as intervention development, strategic planning, resource allocation, implementation, and performance assessment, thereby ensuring effective and efficient outcomes (Stoffers, 2015). Enhancing the way NGOs execute projects will allow them to better satisfy the expectations of stakeholders and objectives including quality standards, budget, and time schedules to improve the specific aspects of community life. As many NGOs experience a high failure rate, it is essential to optimize the implementation processes for better outcomes (Ojokuku et al., 2013). The purpose of projects for development is to aid communities and nations through support, health, educational programs, capacity building and relief at the local, national, and global levels (Larsson et al., 2015). In addition, development projects include a diverse group of shareholders, which makes it difficult to evaluate these initiatives (Zhao et al., 2016). who could be from the government, the business sector, or the society. In these projects, the customer or person who will benefit is a group whose borders are not clear (Golini et al., 2018). Moreover, it is not common for the beneficiaries of the project generally not to be the ones providing financial support for the initiative (Stoffers, 2015). Lately, there has been a recent surge in human capital, donor funds and international entities engaged in promoting social development (Hough, 2005).

NGOs prioritize direct engagement with the local communities, aiding in areas such as health, informal education, disaster relief, and holistic development. These endeavours often address needs that are overlooked by both the public and private sectors (Korauš et al., 2019). Democratic leadership is very useful to non-governmental organizations (NGOs). NGOs frequently work in complex situations, necessitating adaptable and inventive problem-solving strategies. By including employees and stakeholders in decision-making, democratic leaders may ensure that varied opinions are taken into account, resulting in more effective and long-term solutions. Furthermore, the participative approach aligns with the principles of many NGOs, encouraging a sense of community and shared purpose (Dahie et al., 2017).

NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts etc (Becerra et al., 2021).

The success of a project depends on dissimilar levels and aspects, which haven't been considered when looking at development projects that involve NGOs. So, the goal of the study is to find the standards for judging the success of a project, figure out the success of project levels for NGOs working on development projects, and find the links between the NGO's project success levels (Lu et al., 2021).

Problem Statement

Non-governmental organizations (NGOs) serve an essential role by taking on different social and environmental problems. Results from NGO work are dependent on strong project management practices together with strong leadership. The NGO sector shows limited knowledge and application of both appropriate project management approaches (traditional, agile, and hybrid) and leadership types (laissez-faire, autocratic and democratic) despite their critical nature.

Non-Governmental-Organization projects succeed best when organizations identify the preferred project management framework together with the appropriate leadership approach. The identification of these key factors would support the significant improvement of project performance alongside stakeholder contentment and NGO operational excellence. Non-governmental organizations (NGOs) require evidence-based research to determine which approaches and techniques work best in their specific framework.

By conducting research to bridge this knowledge gap, valuable insights can be gained into the specific factors and mechanisms that contribute to successful outcomes for NGOs in Pakistan. Such insights enable NGOs to refine their strategies, adopt best practices, and implement tailored approaches that consider the sole socio-cultural, economic and political dynamics of the country. Consequently, this research assists NGOs in enhancing their project leadership, project management practices, and overall success, thereby maximizing their impact and contributing more effectively to development initiatives in Pakistan.

Purpose of the Study

This study explores the connection between successful project outcomes in Pakistan's NGO sector and how they relate to effective project leadership and proficient project management practices.

Specifically, the study aims to:

- Assess the role of project leadership in guiding and motivating teams within NGOs in Pakistan to achieve project objectives and deliverables.
- Evaluate the importance of sound project management practices in planning, executing, monitoring, and controlling projects within the NGO context in Pakistan.
- Identify the key factors that contribute to project success within the NGO sector in Pakistan, considering both leadership and management aspects.
- Explore any challenges or barriers faced by NGOs in Pakistan in terms of project leadership and management and their impact on project outcomes.
- Provide recommendations and insights to enhance project leadership and management effectiveness within the NGO sector in Pakistan, ultimately improving project success rates and maximizing societal impact.

Literature Review

The impact of project leadership and project management on the success of NGO projects in Pakistan is crucial and multifaceted. Effective project leadership, particularly transformational leadership, is vital for navigating the complex socio-political landscape, limited resources, and high stakeholder expectations (Golini et al., 2015). Such leaders inspire and motivate teams, foster innovation, and resolve conflicts, aligning project objectives with organizational missions (Kaba, 2021).

Project management practices are equally important, involving meticulous planning, execution, monitoring, and evaluation. In Pakistan, NGO project managers face challenges like political instability and economic fluctuations but those using robust methodologies, such as PMBOK or Agile, manage resources better and mitigate risks effectively (Boone et al., 2020). NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021).

Project management implements ten domains, including time management, scope management, risk evaluation, quality control cost management, procurement methods, communication systems and integration requirements and stakeholder protocols, along with human resource practices to satisfy scope and timing and cost and risk and quality demands decided by stakeholders. Project delivery and success depend on the coordinated application of various methods and procedures by project teams and managers across all project phases. Project-management Process groups maintain their relationships through the objects they create. One process's output becomes another process's input (Salameh, 2014). Autocratic leadership in NGOs, particularly those functioning in unstable and high-pressure settings, can provide prompt decision-making and unambiguous guidance. However, excessively strict leadership can result in demotivation and burnout because NGOs frequently rely on the enthusiasm and dedication of their employees (Fey & Kock, 2022). NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021).

The synergy between leadership and management ensures project success, particularly in addressing social issues like poverty, education, and health. Effective leaders and managers build strong teams, engage communities, and foster stakeholder partnerships, enhancing project relevance and sustainability (Malik et al., 2021). Best practices include community involvement, participatory monitoring and evaluation, and capacity building, which ensure accountability, transparency, and long-term impact (Kelly, 2018). The definition of Traditional project management (TPM) according to PMI (Javed & Liu, 2017) describes the combination of expertise with abilities, tools and processes used for project activities to deliver project requirements. All five project phases, including initiating, planning, executing, monitoring,

controlling, and closing, must be wrapped up under the project manager's guidance and supported by the project team (Thesing et al., 2021). Former studies evaluated the project management practices in business organizations. Development projects within NGO contexts fail to receive sufficient scholarly investigation. NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021). Democratic leadership is very useful to non-governmental organizations (NGOs). NGOs frequently work in complex situations, necessitating adaptable and inventive problem-solving strategies. By including employees and stakeholders in decision-making, democratic leaders may ensure that varied opinions are taken into account, resulting in more effective and long-term solutions. Furthermore, the participative approach aligns with the principles of many NGOs, encouraging a sense of community and shared purpose (Dahie et al., 2017).

Project

Projects consist of multiple sequential actions within defined time restrictions to reach specified goals (Ghorbani, 2023).

Project Management

Project management utilizes established procedures and techniques along with expertise combined with abilities and experience to achieve predetermined project goals within defined boundaries. Project management delivers complete achievements which must occur within specified costs and time constraints (Holzmann & Mazzini, 2020). Project management requires implementing time, scope, risk, quality, cost, procurement, communication, integration, stakeholders and human resource management areas to address the demands of quality, risk and scope, time and cost requirements identified by stakeholders. These knowledge areas help ensure delivery success by requiring the implementation of various procedures and functions across multiple project phases by the sequential project team and manager. All project-management process groups stay bound together through the products they create. The output from one process provides the input to another process (Salameh, 2014).

Project Management Approaches

Project Management encompasses three distinct approaches including:

Traditional Approach

A linear waterfall method serves as traditional project management, where each phase needs finalization to start the next phase. The method is chosen for projects evaluated to maintain stable requirements (Alvarenga et al., 2020). The definition of Traditional project management (TPM) according to PMI (Javed & Liu, 2017) includes the integration of expertise along with abilities, instruments, processes and resources in project activities to meet requirements. TPM needs every project phase to reach completion with the supervision of a project manager and project team support across the initiating, planning, executing, monitoring, and controlling closing phases. (Thesing et al., 2021).

Project management requires teams to employ ten knowledge areas, including time, scope, risk, quality, cost, procurement, communication, integration, stakeholders, and human resource management, to satisfy requirements for schedule, scope, cost, risk, and quality that were established by project stakeholders. These knowledge areas require the project manager and team to carry out multiple regulatory procedures and operational activities, which must be performed sequentially during the project's different phases for successful project delivery. The generated products link different groups of project-management processes. As per Salameh (2014), each input from one process serves as the starting point for another process. The design procedure follows a sequential order where completion of each phase becomes mandatory to initiate the subsequent one. The traditional method goes through modifications for use within a wide range of business sectors, such as software development and engineering, among others. It originated in the manufacturing and construction sectors, where rigorous adherence to procedure is vital (Fischer, 2021). Early ideas about how to judge the success of a project were created based on the accomplishment of clearly stated goals or results, such as quality, time, and cost (Zaib et al., 2015). Previous studies focused on how successful projects were in the business sector. However, limited attention has been given to development projects in the context of NGOs. NGO

undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021).

Agile Approach

The agile methodology is adaptable and collaborative. As opposed to a linear process, projects are divided into iterative and incremental work sequences known as sprints. Agile methods are optimal for projects with requirements that change frequently or are highly ad hoc (Kaba, 2021). Agility is described as a willingness to behave proactively in dynamic, unpredictable, and continually evolving surroundings (Malik et al., 2021), and organizational agility is an organization's ability to be adaptable to changing conditions without being forced to change (Jung et al., 2019). Early ideas about how to judge the success of a project were created based on the accomplishment of clearly stated goals or results, such as quality, time, and cost (Zaib et al., 2015). Previous studies focused on how successful projects were in the business sector. However, limited attention has been given to development projects in the context of NGOs. NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021). APM combines TPM principles with disciplined approaches that are adaptable to change and produce collaborative, flexible, lightweight practices (Tam et al., 2020). Software development methodologies following Agile principles have established a major impact on the principles and practices within APM. Agile development techniques rely on principle-based practices instead of rule-based practices as reported by Korauš et al. (2019).

The set of principles defines how tasks and communication occur during software development between project members and their managers and clients. The Agile Alliance formed the Agile Manifesto to provide outlining of these principles (Hyun et al., 2022). APM implements its methodology through sequential delivery periods that motivate permanent educational progress (Langholf & Wilkens, 2021). Starting the project requires team members to complete an optimized planning process that establishes requirements and creates a solution. The group progresses through a succession of changes by conducting full planning and studying requirements after solution-making, evaluation, and delivery to participants and customers. APM project technique supports quick adaptation because it conducts requirement checks during every iteration cycle. APM uses project criteria to develop a system for arranging needs according to their fiscal worth, including their market share and revenue possibilities. This method bases its operation on a feature-centric approach by requiring a proper definition of project scope and needs. The customer needs to be active during work requirements and scope evaluation because it leads to better results (Salameh, 2014). The Agile Manifesto provides details about these concepts as developed by the Agile Alliance (Langholf & Wilkens, 2021).

Hybrid approach

The hybrid approach, also known as the "water-scrum-fall" approach, includes traditional (waterfall) and agile techniques. When some duties within a project are best managed with a traditional approach, while others are best managed with an agile approach, this method is employed. It provides greater flexibility than a strict waterfall or agile methodologies (Aziz et al., 2022).

The hybrid project management method merges fundamental principles from both agile and traditional project management principles. Projects aim to leverage helpful features from both approaches yet work to reduce their potential drawbacks. An excessive number of hybrid methodologies has made it difficult to distinguish between different approaches while determining both the positive and negative attributes of combined project management methods in their entirety. The understanding of what constitutes successful hybrid project management implementation within enterprises remains limited, according to Reiff and Schlegel (2022).

Leadership

The concept of leadership encompasses numerous distinct elements along with pragmatic presentations of leadership combined with conceptual and personality-based leadership aspects. Any organization must follow specific traits to

achieve outstanding success, according to Errida and Lotfi (2021). A successful leader displays creative skills and respect for others while maintaining politeness and sensitivity along with extra effort beyond requirements. In an endeavour setting, the leader's main goal is to help team members excel through the enhancement of group objective-setting and leadership display (Boddupalli, 2019). Optimum productivity needs different types of talents and work styles that emerge from the variety of team members along with the needs of the task at hand. Vaagaasar et al. (2020), along with numerous other experts, agree that leadership represents a special ability which becomes essential in specific scenarios rather than others. Project managers require essential competencies, including communication skills alongside planning ability, budgeting capability, conflict management expertise, negotiation skills, leadership skills, and inspirational abilities to ensure effective organization, according to Holzmann and Mazzini (2020). The essential component for project managers involves proper people management. Achieving project success depends on both motivated personnel and sympathetic managers who listen to their team members. The capability for leadership fails to qualify as an inherent element of project management, yet professionals accept these skills as soft competencies (Picciotto (2020). According to Tereso et al. (2019), project success depends on achieving targets related to time constraints as well as budget and maintaining standards, which leads to increases in staff satisfaction and customer contentment (Lategan & Fore, 2015).

Project Leadership Styles

Autocratic Leadership Style

Authoritarian leadership, sometimes referred to as autocratic leadership, is typified by rigid oversight, centralized management and decision-making power, and a clear divide between leaders and followers. Leaders who use this kind of leadership choose actions based on their ideas and judgements and infrequently take advice from those who follow them.

Autocratic leadership in NGOs, particularly those functioning in unstable and high-pressure settings, can provide prompt decision-making and unambiguous guidance. However, excessively strict leadership can result in demotivation and burnout because NGOs frequently rely on the enthusiasm and dedication of their employees (Fey & Kock, 2022). Autocratic leaders make decisions without asking their teammates what they think, even if what they think would be helpful. This can make team members less likely to work together, but it can also help them make quick decisions when they need to (Vaagaasar et al., 2020).

NGOs improve their image, which in turn increases their ability to raise funds and ensures their long-term viability, given the long tradition of volunteer service and the current uptick in NGOs due to disaster and war. It is an excellent environment to evaluate NGO operations since project success adds to attaining organizational aims and chains of corporate strategies to attain competitive benefits for businesses (Lategan & Fore, 2015). Autocratic leadership has certain advantages, particularly when hasty decisions are needed. Decisions are made quickly when there is no group consultation, which can be important in situations with high stakes (Kaba, 2021). NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021).

Democratic Leadership Style

Democratic leadership known as participative leadership allows members of a team to participate actively in making decision choices. This leadership style is typified by participatory and collaborative decision- making, where each team participant's opinions and suggestions are taken into account prior to making judgements. Democratic leaders provide an atmosphere where team members feel appreciated and given authority, promote honest discourse, and cultivate a feeling of shared responsibility (Nanthagopan et al., 2019).

Democratic leaders make the ultimate decisions, but teammates participate in the policy-making process. They encourage creativity and make individuals feel engaged, which frequently results in increased productivity (Errida & Lotfi, 2021).

The indirect supervision of subordinates, which permits others to operate independently without intensive direct control, is known as democratic or free-rein leadership. Instead of needing to fulfil particular supervision requirements, subordinates are free to demonstrate their worth via their work (Jung et al., 2019).

Democratic leadership is very useful to non-governmental organizations (NGOs). NGOs frequently work in complex situations, necessitating adaptable and inventive problem-solving strategies. By including employees and stakeholders in decision-making, democratic leaders may ensure that varied opinions are taken into account, resulting in more effective and long-term solutions. Furthermore, the participative approach aligns with the principles of many NGOs, encouraging a sense of community and shared purpose (Dahie et al., 2017). Project management combines ten main knowledge areas, including time, scope, risk, quality, cost, procurement, communication, integration, stakeholders, and human resource management, to deliver successful projects within established stakeholder expectations and predefined time, cost, scope, and risk goals. Project managers and their teams execute structured methods and procedures across multiple phases to ensure project success and delivery through these defined knowledge areas. Project-management Process groups are connected by the products that they generate. One process's output becomes another process's input (Salameh, 2014).

The indirect supervision of subordinates, which permits others to operate independently without intensive direct control, is known as democratic or free-rein leadership. Instead of needing to fulfil particular supervision requirements, subordinates are free to demonstrate their worth via their work (Kaba, 2021). Democratic leadership has the potential to produce ground-breaking innovations and creative solutions in the creative industries of technology, media, and design. By leveraging the team's collective intelligence and creativity, organizations can create more inventive products and services. Moreover, democratic leadership cultivates a positive organizational culture where workers feel appreciated and respected, which increases employee retention and fosters a more dedicated workforce. The indirect supervision of subordinates, which permits others to operate independently without intensive direct control, is known as democratic or free-rein leadership. Instead of needing to fulfil particular supervision requirements, subordinates are free to demonstrate their worth via their work (Jung et al., 2019).

Laissez-Faire Leadership Style

Laissez-faire executives grant their team members a great deal of self-sufficiency regarding how they perform their duties. They provide assistance with resources and advice when necessary but do not otherwise interfere. This can contribute to high job satisfaction and excellent team coordination, but if team members lack self-direction or motivation, it may also result in poor performance (Malik et al., 2021).

Early ideas about how to judge the success of a project were created based on the accomplishment of clearly stated goals or results, such as quality, time, and cost (Zaib et al., 2015). Previous studies focused on how successful projects were in the business sector. However, limited attention has been given to development projects in the context of NGOs. NGO undertakes a diverse range of projects encompassing various facets of societal needs, including aid provision, welfare, initiatives of development, environmental concerns, human privileges, democratic development, resolution of conflicts, etc (Becerra et al., 2021). The estimation of project development and other not public segment projects develop a conceptual understanding of how the performance of projects is estimated in various segments considering the needs of non-governmental organizations (Hassan et al., 2017). According to Lategan and Fore (2015) he stated that "Project management (PM) success (cost, time, and quality) and project product success (benefits from using a project's results) as two related areas of project success" (Dahie et al., 2017).

There were four different measures of project success: future orientation, organizational success, project efficiency and customer impact (Raziq et al., 2020). In complex, unclear initiatives, such as development projects, disappointment and success are not two-fold conclusions, and there can be varying degrees of both (Menza, 2018). Kelly (2018) stated and identified the multidimensional nature of development project success by examining the insights of seven categories of shareholders: governance team, job managers, administrators, project teammates, coordinators, country residents and beneficiaries. NGO undertakes a diverse range of projects encompassing various facets of societal needs, including

aid provision, welfare, development initiatives, environmental concerns, human privileges, democratic development, and the resolution of conflicts.

In addition, assessment criteria for project deliverables meeting agreed-upon standards, such as positive perception of the project and the traditional triangle elements of budget and time, were identified by shareholders (Reiff & Schlegel, 2022).

Project Success

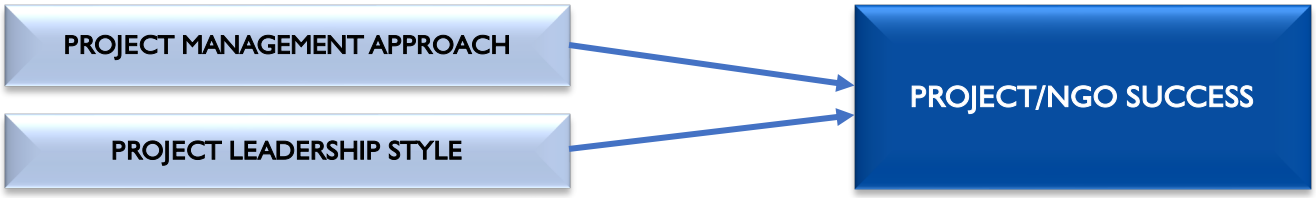
Project success is essentially evaluating the fulfillment of stakeholders and the effect of projects on the public. Success in a project is the intensity to which project deliverables produce the anticipated results. The project's medium-term results are evaluated by this section (Malik et al., 2021).

NGO progress occurs at the third level. The impact on NGO strategy and performance is considered based on the project's outcomes. This means that PM resources help NGOs improve their image, which in turn increases their ability to raise funds and ensures their long-term viability, given the long tradition of volunteer service and the current uptick in NGOs due to disaster and war. It is an excellent environment to evaluate NGO operations since project success adds to attaining organizational aims and chains of corporate strategies to attain a competitive benefit for businesses benefits (Willumsen et al., 2019).

Conceptual Model

Figure 1

Conceptual Framework



Hypotheses

There is a significant relationship between effective project leadership and project success (Rodney Turner et al., 2009). This suggests that projects which are led by effective, efficient leaders chance a high success rate of project success; the hypothesis is:

H1: There is a positive relationship between project management, the Agile approach, and project success.
H2: There is a positive relationship between project Autocratic leadership style and project success.
H3: There is a positive relationship between project Democratic leadership style and project success.
H4: There is a positive relationship between the project Laissez leadership style and project success

Research Methodology

Population and Sampling Technique

Our target population is all the registered NGOs in Pakistan, and the size of the population is 450. A multistage sampling technique was used for this research. NGOs were selected from the major cities such as Islamabad, Peshawar, Karachi and Lahore. Islamabad and Peshawar were selected through convenience sampling techniques due to the prevalence of the NGO, which is also easily accessible. Then, through a proportionate sampling technique, the mandatory sample was selected. The data was collected from the project manager, area head and owners by using a 7-point Likert scale. "Strongly Disagree to Strongly Agree".

Demographic Data of Respondents

A questionnaire which consists of 28 questions was sent to the Project Managers, Project Team Leads, Project Directors and Project Coordinators. This section describes the details of respondents to whom we send the questionnaire. This data describes Gender, Qualification, Location, Field of Working and Years of Service of the respondents.

Overall Descriptive Analysis

Table 1

Descriptive Statistics of Demographic

Descriptive Analysis	Frequency		Percentage
Gender	Male	173	64.1
	Female	97	35.9
Location	Islamabad	77	28.5
	Peshawar	78	28.9
	Karachi	55	20.4
	Lahore	60	22.2
Qualification	Bachelor	112	35.9
	Master	153	56.7
	PhD	05	7.4
Field of Working	Project Manager	77	28.5
	Project Coordinator	40	14.8
	Project Team Lead	75	27.8
	Project Director	78	28.9
Years of Service as (Project Manager/ Project Coordinator/ Project Team Lead/ Project Director)	Less than 1 Year	75	27.8
	1-2 Year	72	26.7
	More than 5 Years	68	25.2
	More than 10 Years	55	20.4

The data is collected from the Project Manager, Project Coordinator, Project Team Lead and Project Director.

Data Analysis

The questionnaire incorporates two independent and one dependent variable based on a literature review to determine the connection between Project Leadership style and Project Management Approaches and NGO Success. For analysis of the data, we have sent the questionnaire to the 450 employees of the NGO sector, which are in the position of Project Managers, Project Team Lead, Project Coordinator and Project Director in the different NGO sectors, to which we have received only 270 responses. We have collected the data from the different NGOs located in Islamabad, Lahore, Peshawar, and Karachi. The response rate of our research is;

Response rate= (270/450) * 100

= (0.60) *100

=60 %.

Reliability Analysis

The study defines reliability as the measurement of how well a construct generates consistent outcomes. The overall reliability of the variables is given below.

Table 2

Reliability Analysis

Reliability Analysis	No of Item	Cronbach Alpha
NGO Success	12	0.80
Autocratic	3	0.77
Democratic	3	0.76
Lassiez Faire	3	0.75
Agile Approach	7	0.88

Descriptive Analysis

Descriptive analysis summarizes statistical data through conceptual approaches that explain its essential components where we analyze two independent and one dependent variable. Sample size (N) along with minimum and maximum values served as the foundation for descriptive testing methods which included mean and standard deviation calculations.

Table 3

Descriptive Statistics

Descriptive Statistics					
	N	Min	Max	Mean	Standard Deviation
NS	270	1	7	5.24	1.247
AUT	270	1	7	3.40	1.509
DM	270	1	7	5.36	1.522
LF	270	1	7	3.34	1.505
AG	270	1	7	5.52	1.057

The statistical analysis of 270 participants shows the following distribution in their responses:

Participants rated NS at 5.24 points, which indicates that their scores cluster toward the higher range of evaluation (7 points on the scale). A standard deviation value of 1.247 indicates that data points show moderate distribution. For AUT, the observed mean score of 3.40 lies in the midrange of its scale (3.5). Data shows that NS possesses a standard deviation of 1.509, which is a higher variability than NS. The average DM score is 5.36, whereas the NS average score is 5.36, resulting in similar outcomes which indicate higher value tendencies. There is more data spread because the standard deviation value of 1.522 exceeds that of NS. The average score of 3.34 in LF aligns with AUT, indicating both variables are located near the middle point of the measurement scale. The standard deviation of

1.505 shows high variability similar to AUT. The average response score of 5.52 exceeds the other measurement variables, thus indicating extreme opinions toward the highest scale range. The standard deviation value of 1.057 marks the lowest across all five variables, thus demonstrating minimal variability in the dataset. Among the variables, AG emerges as the variable with the most central tendency alongside the least variability, while AUT and LF exhibit equivalent mean scores but greater variability.

Correlation Analysis

Table 4

Correlation Analysis

Correlations						
		NS	AG	AUT	DM	LF
NS	Pearson Correlation	1				
AG	Pearson Correlation	.125*	1			
AUT	Pearson Correlation	.138	-.040	1		
DM	Pearson Correlation	.017*	-.026	.067	1	
LF	Pearson Correlation	.042	.076	-.023	.027	1

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation coefficient analysis confirms our hypothesis. This table presents the Pearson correlation coefficients between various pairs of variables: NS, AG, AUT, DM, and LF. The asterisk (*) indicates correlations that are statistically significant at the 0.05 level (2-tailed). Here's a more detailed explanation: NS (presumably some variable like a score or rating) Correlates with AG (another variable) at 0.125, which is statistically significant. Correlates with AUT at 0.138, but this is not marked as statistically significant. Correlates with DM at 0.017, which is statistically

significant. Correlates with LF at 0.042, which is not statistically significant. AG (another variable): Correlates with AUT at -0.040, which is not statistically significant. Correlates with DM at -0.026, which is not statistically significant. Correlates with LF at 0.076, which is not statistically significant. AUT (another variable): Correlates with DM at 0.067, which is not statistically significant. Correlates with LF at -0.023, which is not statistically significant. DM (another variable): Correlates with LF at 0.027, which is not statistically significant. The significant correlations (at the 0.05 level) are NS with AG (0.125) and NS with DM (0.017). These results indicate a weak but statistically significant relationship between NS and AG, as well as between NS and DM. Other correlations are not statistically significant, suggesting no strong evidence of a linear relationship between those pairs of variables.

Regression Analysis

H 1: There is a positive relationship between project Autocratic leadership style and project success.

Table 5

Regression Analysis of Autocratic Leadership Style and Project Success

β	SE	t	P
.027	0.138	0.193	0.847

In support of Hypothesis 1 (H1), This table appears to present the results of a regression analysis, providing the following statistics for a predictor variable: β (Beta coefficient): 0.027 SE (Standard Error): 0.138 t (t-value): 0.193 P (P-value): 0.847. Beta coefficient (β = 0.027): This indicates the magnitude of the relationship between the predictor variable and the outcome variable. A β of 0.027 suggests a very small effect size. Standard Error (SE = 0.138): This measures the average amount that the observed value of the coefficient deviates from the true value. A higher SE relative to the β suggests more variability in the estimate. t-value (t = 0.193): This is the ratio of the beta coefficient to its standard error. It measures how many standard deviations the estimated coefficient is away from 0. A t-value close to 0 indicates that the coefficient is not significantly different from 0. P-value (P = 0.847): This indicates the probability of obtaining a t-value as extreme as, or more extreme than, the observed value under the null hypothesis (which usually states that there is no effect). A P- P-value of 0.847 is much higher than common significance levels (e.g., 0.05), indicating that the relationship between the predictor and the outcome is not statistically significant. In summary, the predictor variable does not have a statistically significant relationship with the outcome variable, as evidenced by the very high P-value and the very small β coefficient.

H2: There is a positive relationship between project Democratic leadership style and project success.

Table 6

Regression Analysis of Project Democratic leadership style and project success.

β	SE	t	P
.333	.141	2.364	.019

Hypothesis 2 (H2), in which regression analysis β (Beta coefficient): 0.333 SE (Standard Error): 0.141 t (t-value): 2.364 P (P-value): 0.019. Beta coefficient (β = 0.333): This indicates a positive relationship between the predictor variable and the outcome variable. A β of 0.333 suggests a moderate effect size. Standard Error (SE = 0.141): This measures the average amount that the observed value of the coefficient deviates from the true value. Compared to the β, the SE is relatively small, indicating a reliable estimate of the coefficient. t-value (t = 2.364): This is the ratio of the beta coefficient to its standard error. A t-value of 2.364 indicates that the beta coefficient is 2.364 standard deviations away from 0, suggesting that it is significantly different from 0. P-value (P = 0.019): This indicates the probability of obtaining a t-value as extreme as, or more extreme than, the observed value under the null hypothesis. A P-value of 0.019 is less than the common significance level of 0.05, indicating that the relationship between the predictor and the outcome variable is statistically significant. In summary, these results suggest that the predictor variable has a statistically significant positive relationship with the outcome variable, as indicated by the moderate β coefficient, significant t-value, and low P-value.

H3: There is a positive relationship between project Laissez-faire leadership style and project success.

Table 7

Regression Analysis of Project Laissez-fair Leadership Style and Project Success

β	SE	t	P
.082	.139	.594	.553

Hypothesis 3 (H3), in which regression analysis β (Beta coefficient): 0.082 SE (Standard Error): 0.139 t (t-value): 0.594 P (P-value): 0.553 Beta coefficient (β = 0.082) This indicates a small positive relationship between the predictor variable and the outcome variable. A β of 0.082 suggests a weak effect size. Standard Error (SE = 0.139) This measures the average amount that the observed value of the coefficient deviates from the true value. The relatively large SE compared to the β indicates a less reliable estimate of the coefficient. t-value (t = 0.594) This is the ratio of the beta coefficient to its standard error. A t-value of 0.594 indicates that the beta coefficient is less than one standard deviation away from 0, suggesting that it is not significantly different from 0. P-value (P= 0.553) This indicates the probability of obtaining a t-value as extreme as, or more extreme than, the observed value under the null hypothesis. A P-value of 0.553 is much higher than common significance levels (e.g., 0.05), indicating that the relationship between the predictor and the outcome variable is not statistically significant. In summary, these results suggest that the predictor variable does not have a statistically significant relationship with the outcome variable, as evidenced by the weak β coefficient, low t-value, and high P-value.

H4: There is a positive relationship between project management, the Agile approach, and project success.

Table 8

Regression Analysis of Project Management Agile Approach and Project Success

β	SE	t	P
.219	.103	2.115	.035

Hypothesis 4 (H4) revealed regression analysis results with β (Beta coefficient): 0.219 SE (Standard Error): 0.103 t (t-value): 2.115 P (P-value): 0.035 Beta coefficient (β = 0.219) to show a positive connection between the predictor variable and outcome variable. The moderate strength of the relationship becomes clear because the β value stands at 0.219. Standard Error (SE = 0.103). The precision level of beta coefficients is evaluated through this method. The standard error of 0.103 indicates higher reliability compared to the β coefficient. Furthermore, the calculation of the t-value (t = 2.115) involves dividing the beta coefficient by standard error. The beta coefficient stands more than two standard deviations away from zero because its t-value measure reaches 2.115 which demonstrates statistical significance. The calculated P value amounts to 0.035 which represents the likelihood to encounter a t-value at least as strong as 2.115 when testing the null hypothesis of coefficient equality to zero. Statistical significance exists between these variables because the calculated P-value (0.035) remains below the standard threshold value of 0.05. The results demonstrate that the predictor variable creates a statistically significant positive link with the outcome variable, while the moderate β value, low standard error, significant t-value, and low P-value provide further evidence.

Hypothesis	Content	Verification
H1	There is a positive relationship between project Autocratic leadership style and project success.	Rejected
H2	There is a positive relationship between project Democratic leadership style and project success.	Accepted
H3	There is a positive relationship between project Laissez-faire leadership style and project success.	Rejected
H4	There is a positive relationship between project management, the Agile approach, and project success.	Accepted

Conclusion

This study strives to address existing knowledge gaps in understanding the relationship between project leadership Styles and project success together with project management Agile Approach within Pakistan's NGO sector. Research results indicated that autocratic and laissez-faire leadership styles did not relate to project success (NGO achievements), while democratic leadership demonstrated positive correlations between these factors. The implementation of an agile approach in project management has been found to generate positive outcomes for project success (NGO's success). This research focused on boosting Pakistan's development activities through NGO project outcome enhancement and sustainability and successful national expansion.

The research examines Pakistani NGO project success factors by combining project leadership styles with the project management agile strategy. This investigation explores how different styles of leadership and project management strategies work together to shape project results within Pakistan's non-governmental organizations (NGOs).

The research adopted a mixed-methods strategy, which included survey data collection from project managers and stakeholder interviews with various NGOs across Pakistan. Research methods incorporate statistical techniques to assess the relationships between leadership styles and agile project management practices and their impact on key success measures, including project completion timeliness and budget adherence, stakeholder satisfaction, and project goal achievement. The study of qualitative data reveals deeper insights into the behavioral patterns that drive leadership roles and affect project management processes across the NGO sector.

The NGO sector presents evidence that various leadership approaches generate distinct impacts on project outcomes. Democratic leadership builds collaboration with stakeholders, yet autocratic leadership offers strong leadership direction and efficient decision-making. The laissez-faire management style could result in difficulties when monitoring project responsibilities. The research examines agile project management strategies which enhance project achievements through their ability to adjust to evolving project specifications and stakeholder requirements.

The research delivers practical guidance to Pakistani NGO project managers and leaders regarding methodology alignment methods linking their leadership approaches with project management strategies. NGO project outcomes improve through the combination of different leadership approaches with agile project management techniques which leads to satisfied stakeholders while advancing community service and organizational missions in Pakistan's dynamic environment.

Implications of the Study

- **Strategic Leadership Alignment:** NGO leaders and project managers in Pakistan must carefully assess the impact of various leadership styles on project success. Understanding the strengths and limits of democratic, autocratic, and laissez-faire leadership styles can assist them in aligning their leadership methods with the unique needs and dynamics of each project.
- **Customized Approach:** There is no one-size-fits-all solution for NGO leadership and project management. According to the findings, maximizing project success requires a personalized approach that considers the project context, team dynamics, and stakeholder expectations.
- **Enhanced Decision-Making:** The study emphasizes the potential benefits of autocratic leadership in providing clear guidance and making efficient judgements, particularly in situations requiring speedy actions. To sustain morale and secure buy-in, authoritarian tendencies must be balanced by feedback from team members and stakeholders.
- **Stakeholder involvement:** Democratic leadership styles have been found to promote cooperation and stakeholder involvement, which may be extremely useful in establishing trust, gathering varied opinions, and assuring project sustainability. NGOs should focus on building participatory settings in which stakeholders feel empowered and appreciated.
- **Agile Project Management Adoption:** The study emphasizes the need of implementing agile project

management approaches in Pakistan's non- governmental organizations (NGOs). Agile approaches enable organizations to adjust quickly to changing conditions, mitigate risks, and better offer value to stakeholders in dynamic contexts.

- **Continuous Learning and Adaptation:** NGO leaders and project managers should foster a culture of ongoing learning and adaptation. They can improve project outcomes by leveraging insights from both quantitative and qualitative analysis.
- **Capacity Building:** There may be a need for capacity building efforts aimed at improving leadership skills and project management capacities in Pakistan's non-governmental organizations.

Limitations of the Study

While researching the impact of project leadership styles, including democratic, autocratic, and laissez-faire, in conjunction with agile project management methodologies on project success in Pakistan's NGO sector provides useful insights, many limitations must be considered. For starters, the study's emphasis on only three separate leadership styles may oversimplify the broad range of leadership techniques seen in the Pakistani NGO sector, thereby neglecting hybrid or culturally nuanced patterns common in the region. Furthermore, the assessment of leadership styles may be biased, as self-reported or observer-rated measures lack impartiality and may fail to represent the intricacies of leadership dynamics.

Furthermore, the study's cross-sectional methodology restricts its capacity to prove causation between leadership styles, project management approaches, and project success, risking missing temporal dynamics and confounding variables. Furthermore, the focus solely on agile project management approaches ignores other potentially effective methodologies, and the complexities of agile deployment within the Pakistani NGO setting may not be completely understood. Finally, resource limits and participant selection biases may limit the general ability and robustness of study findings, emphasizing the importance of exercising caution when extrapolating conclusions to broader contexts within Pakistan's non-governmental organizations. Addressing these constraints through rigorous research methodology and a nuanced awareness of contextual elements is critical for improving our understanding of leadership dynamics and project performance in Pakistan's non-governmental organizations (NGOs).

Future Directions

The field of project leadership styles, including democratic laissez-faire and autocratic, together with agile project management approaches, deserve investigation in the Pakistani NGO sector. The future development of longitudinal studies will help researchers better understand the changing dynamics between leadership practices and project management approaches as they impact project outcomes over time. Analysis of different cultural settings within Pakistan would reveal specific circumstances that shape how leadership styles and project management methods are adopted and performed in each context. A combination of quantitative methods with qualitative feedback collection from stakeholders at different organizational tiers can generate a complete view of organizational intricacies. Future research should investigate how different leadership styles can interact in hybrid approaches to better adapt to diverse requirements across NGO projects and teams. The Pakistani NGO sector presents substantial research possibilities through the technological implementation of project management systems and partnerships between sectors and ethical leadership investigations for improving both project achievements and societal outcomes.

References

Alnasseri, N., Osborne, A., & Steel, G. (2013). *Organizational culture, leadership style and effectiveness: A case study of Middle Eastern construction clients Alnasseri N, Osborne A and Steel G (2013) Organizational culture, leadership style and effectiveness: A case study of Middle Eastern construct*. *September*, 393–403.

Alvarenga, J. C., Branco, R. R., Guedes, A. L. A., Soares, C. A. P., & Silva, W. da S. (2020). The project manager's core competencies to project success. *International Journal of Managing Projects in Business*, *13*(2), 277–292. https://doi.org/10.1108/IJMPB-12-2018-0274

Aziz, R. A., Jaapar, M. H., Yusop, W. S., Singh, B., Murukaya, G., Benedict, J. S., Haque, R., & Senathirajah, A. R. B. S. (2022). Leadership in project management: A study of the relationship between leadership styles and project success. *Res Militaris*, *12*(4), 1900–1907.

Bajta, M. El, Idri, A., Ros, J. N., Fernández-Alemán, J. L., De Gea, J. M. C., García, F., & Toval, A. (2018). Software project management approaches for global software development: A systematic mapping study. *Tsinghua Science and Technology*, *23*(6), 690–714. https://doi.org/10.26599/TST.2018.9010029

Becerra, P., Mula, J., & Sanchis, R. (2021). Green supply chain quantitative models for sustainable inventory management: A review. *Journal of Cleaner Production*, *328*, 129544. https://doi.org/10.1016/j.jclepro.2021.129544

Boddupalli, C., Sadhu, A., Rezazadeh Azar, E., & Pattyson, S. (2019). Improved visualization of infrastructure monitoring data using building information modeling. *Structure and Infrastructure Engineering*, *15*(9), 1247–1263. https://doi.org/10.1080/15732479.2019.1602150

Boone, S., Andries, P., & Clarysse, B. (2020). Does team entrepreneurial passion matter for relationship conflict and team performance? On the importance of fit between passion focus and venture development stage. *Journal of Business Venturing*, *35*(5), 105984. https://doi.org/10.1016/j.jbusvent.2019.105984

C. Batti, R. (2014). Challenges Facing Local NGOs in Resource Mobilization. *Humanities and Social Sciences*, *2*(3), 57. https://doi.org/10.11648/j.hss.20140203.12

Dahie, A. M., Osman, A. A., & Omar, A. A. (2017). The Role of Project Management in Achieving Project Success: Empirical Study from Local NGOs in Mogadishu- Somalia. *International Journal of Engineering Science and Computing*, *7*(9), 14844–14850. http://ijesc.org/upload/c6c29e4fcefe3f6022fc4d2e19319743

Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, *13*, 1–15. https://doi.org/10.1177/18479790211016273

Fey, S., & Kock, A. (2022). Meeting challenges with resilience–How innovation projects deal with adversity. *International Journal of Project Management*, *40*(8), 941-950. https://doi.org/10.1016/j.ijproman.2022.10.006

Fischer, B. D. (2021). Leadership in an Agile Project Management Environment. *Journal of Leadership, Accountability and Ethics*, *18*(4), 18–23. https://doi.org/10.33423/jlae.v18i4.4606

Ghorbani, A. (2023). A Review of Successful Construction Project Managers' Competencies and Leadership Profile. *Journal of Rehabilitation in Civil Engineering*, *11*(1), 76–95. https://doi.org/10.22075/JRCE.2022.24638.1560

Golini, R., Kalchschmidt, M., & Landoni, P. (2015). Adoption of project management practices: The impact on international development projects of non-governmental organizations. *International Journal of Project Management*, *33*(3), 650–663. https://doi.org/10.1016/j.ijproman.2014.09.006

Golini, R., Landoni, P., & Kalchschmidt, M. (2018). The adoption of the logical framework in international development projects: a survey of non-governmental organizations. *Impact Assessment and Project Appraisal*, *36*(2), 145–154. https://doi.org/10.1080/14615517.2017.1354643

Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The Impact of Project Managers' Personality on Project Success in NGOs: The Mediating Role of Transformational Leadership. *Project Management Journal*, *48*(2), 74–87. https://doi.org/10.1177/875697281704800206

Holzmann, V., & Mazzini, L. (2020). Applying project management to creative industries: The relationship between leadership style and project success. *Journal of Organizational Culture, Communications and Conflict*, *24*(1), 1-17.

Hough, M. (2005). Switch Leadership in Projects Leadership on Project Success Across. *Management*, *1997*, 53–61.

Hyun, S., Kim, J. M., Han, J., & Anderson, M. (2022). Female executive leadership and corporate social responsibility. *Accounting & Finance*, *62*(3), 3475–3511. https://doi.org/10.1111/acfi.12894

Ika, L. A., & Donnelly, J. (2017). ScienceDirect Success conditions for international development capacity building projects. *JPMA*, *35*(1), 44–63. https://doi.org/10.1016/j.ijproman.2016.10.005

Javed, S. A., & Liu, S. (2017). Evaluation of project management knowledge areas using grey incidence model and AHP. *2017 International Conference on Grey Systems and Intelligent Services (GSIS)*, *August*, 120–120. https://doi.org/10.1109/GSIS.2017.8077684

Jung, Y., Jeong, M. G., & Mills, T. (2019). *Identifying the Preferred Leadership Style for Managerial Position of Construction Management*. *April 2014*. https://doi.org/10.5923/j.ijcem.20140302.02

Kaba, M. (2021). NGO accountability: A conceptual review across the engaged disciplines. *International Studies Review*, *23*(3), 958–996. https://doi.org/10.1093/isr/viaa094

Kelly, P. R. (2018). An activity theory study of data, knowledge, and power in the design of an international development NGO impact evaluation. *Information Systems Journal*, *28*(3), 465–488. https://doi.org/10.1111/isj.12187

Khan, A. H. (2013). The contractors' perception of risk management in Pakistan. *Proceedings of the Pakistan Academy of Sciences*, *50*(3), 189–200.

Korauš, A., Gombár, M., Kelemen, P., & Backa, S. (2019). Using quantitative methods to identify insecurity due to unusual business operations. *Entrepreneurship and Sustainability Issues*, *6*(3), 1101–1112. https://doi.org/10.9770/jesi.2019.6.3(3)

Lalmi, A., Fernandes, G., & Souad, S. B. (2021). A conceptual hybrid project management model for construction projects. *Procedia Computer Science*, *181*(2019), 921–930. https://doi.org/10.1016/j.procs.2021.01.248

Langholf, V., & Wilkens, U. (2021). Agile Project Management, New Leadership Roles and Dynamic Capabilities – Insight from a Case Study Analysis. *Journal of Competences, Strategy & Management / Www.Jcsm-Journal*, *11*, 1–18. https://doi.org/10.25437/jcsm-vol11-17

Larsson, J., Eriksson, P. E., Olofsson, T., & Simonsson, P. (2015). Leadership in Civil Engineering: Effects of Project Managers' Leadership Styles on Project Performance. *Journal of Management in Engineering*, *31*(6), 1–11. https://doi.org/10.1061/(asce)me.1943-5479.0000367

Lategan, T., & Fore, S. (2015). *THE IMPACT OF LEADERSHIP STYLES ON PROJECT SUCCESS : CASE OF A TELECOMMUNICATIONS COMPANY*. *4*(3), 48–56.

Lu, K., Jiang, X., Yu, J., Tam, V. W. Y., & Skitmore, M. (2021). Integration of life cycle assessment and life cycle cost using building information modeling: A critical review. *Journal of Cleaner Production*, *285*, 125438. https://doi.org/10.1016/j.jclepro.2020.125438

Ly, P., & Mason, G. (2012). Competition between microfinance NGOs: Evidence from Kiva. *World Development*, *40*(3), 643–655. https://doi.org/10.1016/j.worlddev.2011.09.009

Malik, M., Sarwar, S., & Orr, S. (2021). Agile practices and performance: Examining the role of psychological empowerment. *International Journal of Project Management*, *39*(1), 10–20. https://doi.org/10.1016/j.ijproman.2020.09.002

Menza, S. (2018). *Non Governmental Organizations Projects in Nairobi City*.

Müller, R., & Lecoeuvre, L. (2014). Operationalizing governance categories of projects. *International Journal of Project Management*, *32*(8), 1346–1357. https://doi.org/10.1016/j.ijproman.2014.04.005

Nanthagopan, Y., Williams, N. L., & Page, S. (2016). ScienceDirect Understanding the nature of Project Management capacity in Sri Lankan non-governmental organisations (NGOs): A Resource Based Perspective. *JPMA*, *34*(8), 1608–1624. https://doi.org/10.1016/j.ijproman.2016.09.003

Nanthagopan, Y., Williams, N., & Thompson, K. (2018). *Levels and interconnections of project success in development projects by Non-Governmental Organisations (NGOs)*. https://doi.org/10.1108/IJMPB-04-2018-0085

Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2013). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*, *2*(1), 202. https://doi.org/10.11634/216796061706212

Picciotto, R. (2020). Towards a 'New Project Management' movement? An international development perspective. *International Journal of Project Management*, *38*(8), 474–485. https://doi.org/10.1016/j.ijproman.2019.08.002

Raziq, M. M., Ahmad, M., Iqbal, M. Z., Ikramullah, M., & David, M. (2020). Organisational Structure and Project Success: The Mediating Role of Knowledge Sharing. *Journal of Information & Knowledge Management*, *19*(02), 2050007. https://doi.org/10.1142/S0219649220500070

Reiff, J., & Schlegel, D. (2022). Hybrid project management – a systematic literature review. *International Journal of Information Systems and Project Management*, *10*(2), 45–63. https://doi.org/10.12821/ijispm100203

Rodney Turner, J., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. *International Journal of Managing Projects in Business*, *2*(2), 198–216. https://doi.org/10.1108/17538370910949266

Salameh, H. (2014). *What , When , Why , and How ? A Comparison between Agile Project Management and Traditional Project Management Methods*. *2*(5), 52–74.

Stoffers, J., & Mordant-Dols, A. (2015). Transformational leadership and professionals' willingness to change: A multiple case study in project management organisations. *Human Resource Management Research*, *5*(2), 40-46.

Tam, C., Moura, E. J. da C., Oliveira, T., & Varajão, J. (2020). The factors influencing the success of on-going agile software development projects. *International Journal of Project Management*, *38*(3), 165–176. https://doi.org/10.1016/j.ijproman.2020.02.001

Tereso, A., Ribeiro, P., Fernandes, G., Loureiro, I., & Ferreira, M. (2019). Project Management Practices in Private Organizations. *Project Management Journal*, *50*(1), 6–22. https://doi.org/10.1177/8756972818810966

Theron, D., & Roodt, G. (2001). An evaluation of the 360@ project management competency assessment questionnaire. *SA Journal of Industrial Psychology*, *27*(2). https://doi.org/10.4102/sajip.v27i2.786

Thesing, T., Feldmann, C., & Burchardt, M. (2021). Agile versus waterfall project management: Decision model for selecting the appropriate approach to a project. *Procedia Computer Science*, *181*, 746–756. https://doi.org/10.1016/j.procs.2021.01.227

Trivellas, P., & Drimoussis, C. (2013). Investigating Leadership Styles, Behavioural and Managerial Competency Profiles of Successful Project Managers in Greece. *Procedia - Social and Behavioral Sciences*, *73*, 692–700. https://doi.org/10.1016/j.sbspro.2013.02.107

Vaagaasar, A. L., Müller, R., & De Paoli, D. (2020). Project managers adjust their leadership: to workspace and project type. *International Journal of Managing Projects in Business*, *13*(2), 256–276. https://doi.org/10.1108/IJMPB-05-2018-0098

Willumsen, P., Oehmen, J., Stingl, V., & Geraldi, J. (2019). Value creation through project risk management. *International Journal of Project Management*, *37*(5), 731–749. https://doi.org/10.1016/j.ijproman.2019.01.007

Zaib un, N., Javed, U., & Akhtar, H. (2015). Impact of Project Performance Measurement System on Project Success: A Study Based on NGO Sector of Pakistan. *Article in International Journal of Sciences Basic and Applied Research*, *22*(2), 289–315. https://www.gssrr.org/index.php/JournalOfBasicAndApplied/article/view/3815

Zhao, X., Hwang, B. G., & Lee, H. N. (2016). Identifying critical leadership styles of project managers for green building projects. *International Journal of Construction Management*, *16*(2), 150–160. https://doi.org/10.1080/15623599.2015.1130602