



GOAL CLARITY, MANAGEMENT FUNCTIONS AND PROJECT SUCCESS OF THE CONSTRUCTION COMPANIES IN ABU DHABI FROM THE PROJECT MANAGERS PERSPECTIVES

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SULTAN IDRIS EDUCATION UNIVERSITY

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THE CONSTRUCTION COMPANIES IN ABU DHABI FROM THE PROJECT
MANAGERS PERSPECTIVES

MAHMOUD M. M. MAI

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ABSTRACT

This study aimed to examine the moderating effect of goal clarity on the relationship between management functions (planning, organizing, leading & controlling) and project success and to identify the contribution of construction project management functions toward construction project success in Abu Dhabi, UAE. A structured questionnaire was used to collect data. The sample consisted of 97 project managers who work in 26 authorized large-construction companies in Abu-Dhabi. This study has used Pearson correlation and multiple regression for data analysis. The findings revealed that there are significant positive relationships between four functions of project management i.e. planning ($r=.691$, $p<.000$), organizing ($r=.632$, $p<.000$), leading ($r=.580$, $p<.000$), controlling ($r=.631$, $p<.000$) and project success. In addition, the regression analysis revealed that project management contributes significantly to project success ($R = .708$, $R^2 = .501$, $F(4, 92) = 23.137$, $p < .001$). This means that 50.1% of the independent variables explained the variance in the dependent variable. Also, the findings showed that there are significant relationships between all four functions of management and goal clarity (MV) and also a significant relationship found between goal clarity (MV) and project success (DV). Moreover, the findings revealed that there is a significant effect of goal clarity together with the four project management functions to project success is ($R^2 = .578$, $p < .001$), where the R Square Change showed the increase in variation explained by the addition of the moderator variable (R^2 change = .128, $p < .001$). As a conclusion, project goal clarity does moderate the relationship between project management functions and project success. In addition, the findings suggest the need for construction companies in Abu Dhabi to work on improving the quality of all the management functions performed by project managers and provide special attention to project goals clarity because they significantly influence project success.





KEJELASAN MATLAMAT, FUNGSI PENGURUSAN DAN KEJAYAAN PROJEK SYARIKAT PEMBINAAN DI ABU DHABI DARI PERSPEKTIF PENGURUS PROJEK

ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan penyederhanaan matlamat yang sederhana terhadap hubungan antara fungsi pengurusan (merancang, mengatur, memimpin & mengawal) dan kejayaan projek dan untuk mengenal pasti sumbangan fungsi pengurusan projek pembinaan terhadap kejayaan projek pembinaan di Abu Dhabi, UAE. Soal selidik berstruktur digunakan untuk mengumpulkan data. Sampel terdiri daripada 97 pengurus projek yang bekerja di 26 syarikat pembinaan besar yang dibenarkan di Abu-Dhabi. Kajian ini telah menggunakan korelasi Pearson dan regresi berganda untuk analisis data. Hasil kajian menunjukkan bahawa terdapat hubungan positif yang signifikan antara empat fungsi pengurusan projek iaitu merancang ($r = .691, p < .000$), mengatur ($r = .632, p < .000$), memimpin ($r = .580, p < .000$), mengendalikan ($r = .631, p < .000$) dan kejayaan projek. Di samping itu, analisis regresi menunjukkan bahawa pengurusan projek memberikan sumbangan yang besar terhadap kejayaan projek ($R = .708, R^2 = .501, F(4, 92) = 23.137, p < .001$). Ini bermaksud bahawa 50.1% pemboleh ubah bebas menjelaskan perbezaan dalam pemboleh ubah bersandar. Juga, penemuan menunjukkan bahawa terdapat hubungan yang signifikan antara keempat fungsi pengurusan dan kejelasan matlamat (MV) dan juga hubungan yang signifikan antara kejelasan matlamat (MV) dan kejayaan projek (DV). Lebih-lebih lagi, penemuan menunjukkan bahawa terdapat pengaruh yang signifikan dari kejelasan tujuan bersama dengan empat fungsi pengurusan projek untuk kejayaan projek adalah ($R^2 = .578, p < .001$), di mana R Square Change menunjukkan peningkatan variasi yang dijelaskan oleh penambahan pemboleh ubah moderator ($R^2 \text{ change} = .128, p < .001$). Sebagai kesimpulan, kejelasan matlamat projek menyederhanakan hubungan antara fungsi pengurusan projek dan kejayaan projek. Di samping itu, penemuan menunjukkan perlunya syarikat pembinaan di Abu Dhabi berusaha untuk meningkatkan kualiti semua fungsi pengurusan yang dilakukan oleh pengurus projek dan memberikan perhatian khusus kepada kejelasan matlamat projek kerana mereka mempengaruhi kejayaan projek secara signifikan.



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LIST OF ABBREVIATIONS

ADNOC	Abu Dhabi National Oil Company
CPMPP	Construction Project Management Planning Processes
FRLM	The Full-Range Leadership Theory
GST	Goal Setting Theory
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMPA	Project Management Performance Assessment
SPSS	Statistical Packages For The Social Science
TQM	Total Quality Management
UAE	United Arab Emirates



APPENDIX LIST

- A Letter for Project Managers to Fill Up the Questionnaire
- B The Questionnaire of the Study





CHAPTER 1

INTRODUCTION



This study highlighted the moderating effect of goal clarity on the relationship between management functions and project success of construction companies in Abu Dhabi. This chapter provides a brief explanation of the study. It includes the background of the study, problem statement, research objectives, research questions, and research hypothesis. Also, it explains the conceptual framework, the significance of the study, the scope of the study, operational definition, and summary.





1.2 Background of Study

Project success is one of the most important topics in project management. The traditional measure of project success has been the iron triangle of scope, cost, and time (PMI, 2013 & PMI, 2008). However, it is now realized that project success is not just about completion of project within the defined scope, time, and cost, but also about gaining customer acceptance, stakeholder satisfaction, commercialization, and future project opportunity (Raziq, Borini, Malik, Ahmad, & Shabaz, 2018). Success or failure of the project may be determined by some factors based on some studies and investigation. These factors may include the impact of technical factor like the work definition, its scope and even planning. (Atkinson, 1999 ; Chan et al., 2004; Doloi et al., 2012; Jha & Iyer, 2007; Leung et al., 2004; Sambasivan & Soon, 2007; Turner &



Continuous development is always required to achieve success in projects. It is a major aim to all countries and country development can be achieved through the planning and implementation of multiple projects)Pirotti, Keshavarzsaleh, Mohd Rahim, & Zakaria, 2020). However, poor planning implementation and execution culture is an antithesis to development)Irfan, Khan, Hassan, Hassan, Habib, Khan, & Khan, 2021). Generally, people's greatest accomplishments like building the great pyramids to discovering a cure for polio, and even putting a man on the moon began as a project. From different reference materials such as newspaper, business magazines or government periodicals, it is very rare not to find something about projects. Project planning and implementation is no longer special-need management. It is rapidly becoming a standard way of doing both private and public sector businesses (Igwe &





Ude, 2018). This is because the growth of any developed or developing country is depending on successful project management of development projects and infrastructures.

Project management plays a very vital role in performing continuous development and achieving projects execution success which even been widely recognized specially in construction industry so it cannot be underestimated because it will greatly affect the stakeholders and the project at large) Hawah Taana & Raju, 2020). To achieve such success, delivering the product with high quality, in an efficient cost and timely manner will be very relevant to project management and will definitely increase the complexity of projects and demands of the client)Raziq et al., 2018). That is why specialist management skills in project teams must be included and project managers have to be aware of their important roles in construction projects' success.

Also, project success is significantly affected by the planning and adoption of the standard purpose and procedures related to the project lifecycle (Dosumu & Aigbavboa, 2018). Project management should include all management functions namely, planning, organizing, leading, and controlling to efficiently manage the project towards execution and completion.

It is a continuous process throughout the delivery of a project. The administrative and engineering planning process of the project has rules, controls, and indicators that must be followed to develop the plans for each project according to its circumstances, needs and level of importance (Urbański et al., 2019). That is why adequate planning is essential and a must for any project to be successfully executed and completed, not to mention that it is very important to be budgeted and funded as





well. Time spent on project planning, analysis, and implementation activities will reduce risk and increase project success. On the other hand, inadequate analysis and planning will lead to a failed project (Fraz et al., 2016). The failure of a project in the private or public sector due to poor project planning and implementation practices carries two main reasons. The first reason is the poor management and engineering planning in construction companies. Secondly is the waste of resources/finances and human efforts used in the execution (Naeem et al., 2018).

Moreover, the project organization for the execution of the project is a very important function that a project manager should establish (Pirotti et al., 2020). According to the Project Management Institute, the discipline of project management can be defined as follows: 'Project management is the art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality and participation satisfaction'. Thus, resource allocation and work coordination across various project areas are the main functions of project organization (Urbański et al., 2019).

Furthermore, leadership is an important function of project management as any project is managed by project managers. The personal characteristics of project managers matters in leading the project towards achieving its goal (Raziq et al., 2018). The project manager must be a leader, one who can inspire and motivate people who have ties both to the project as well as to the functional organization. Aga (2016) mentioned that transactional leadership, whereas leaders can keep the followers by having rewards and punishment thus making them motivated in short time becomes an





important factor to precondition for transformational leadership. But that just give a very little role in project success. Transactional leadership is a reciprocity based on the attainment of contractual obligations and might potentially represented as setting up objectives and monitoring and controlling of results (Aga, 2016).

Additionally, project management control is the fourth function. Duration and budget control are the two most important objectives of project management. It can be logically assumed that the objectives idiosyncrasy will also be attained when these are met by all participants successfully (Pirotti et al, 2020). Although planning is the basic function of the management which is concerned with 'how and when' to achieve the predetermined objectives, but without control, planning loses much of its value. Thus, it must be applied continuously to update the plans and to enable a reconsideration of the workload in the light of what has already taken place (Haritha & Murali, 2019).

Hence, all four management functions are necessary for project execution and success. However, Aga (2016) mentioned that project goal clarity can play a significant role in moderating the effect of transactional leadership on project success. Therefore, the current study will investigate the moderating effect of goal clarity on the relationship between management functions and project success.

The importance of the project success varies by the contract of the project, type of project and individual role of personality in the project also (Nayeem, 2020). Project success comprises of two parts. First is the success of project management and other is the success of the product (Fraz et al., 2016). The Emirate of Abu Dhabi has become one of the most successful investment stations on the map of the world, where the real estate sector has shown significant growth over the last ten years, which has contributed





to attracting investments from different countries of the world, The services and architectural facilities provided by Abu Dhabi are described by investors as both exciting and seductive, and there are still expectations of rising in extent of real estate investments in Abu Dhabi, and that is after projects costing billions of dollars contributed to the development of the real estate sector particularly the integrated infrastructure in this young Emirate (Morris, Wilkinson, Algeo, & Candusso, 2017).

Moreover, Waal and Frijns (2016) explained that Abu Dhabi continues to launch quality projects, even though the consequences of the global economic crisis has clearly affected the level of its real estate and structural investments, and this is a clear indication on the renaissance witnessed the Emirate, which confirms its uniqueness in having the factors of continuity and construction which is no longer a random or temporary boom but distinction in integrated infrastructure that serves all the sectors of each other at proportional pace and balanced development which contributes to enhancing the commercial status of Abu Dhabi and providing the business elements for Gulf, Arab and foreign investors (Johnson & Babu, 2018).

Furthermore, there is no doubt that the flow of real estate investments in Abu Dhabi confirms the success of the Emirate's policy especially considering how hard for the investors to pledge billions of dollars on Abu Dhabi without relying on studies and feasibility studies that confirm the success of their projects in the long term, and this is among the reasons that contributed to the renaissance of the real estate investment in the emirate in addition to the real estate and procedural services and facilities that Abu Dhabi offer to investors and competitive climate and the high profits achieved by them (El-gezery, 2018).



According to Baban, Seneviratne and Nielsen (2020), enterprises in Abu Dhabi are classified into micro, small, medium, and large depending on the number of employees working for them: if the number of employees working for a given enterprise is less than 5, the latter is considered to be a micro-sized enterprise, if this number is from 5 to 19, the enterprise is considered to be small, and if this number is from 20 to 49, the enterprise is medium while enterprises employing 50 employees or more are considered to be large. Micro enterprises represented 48.0% of the total number of enterprises operating in the Emirate of Abu Dhabi in 2013, followed by small-sized enterprises with 36.7%, while the medium-sized enterprises represented 9.9% and the large enterprises 5.4%. Construction activity contributed the largest proportion of the number of large enterprises operating in Abu Dhabi with 31.6%, while construction contributed 12.3% of medium-sized enterprises, and 11.9% of small-sized enterprises.

Good feedback and reputation of Abu Dhabi has increased the responsibilities on construction companies in all of its kinds, starting from the commitment of these companies to the dates of delivery of projects and in accordance with the plans developed by the government and developers of real estate and construction and the execution of these projects with the highest quality and reasonable not-overpriced budgets (Johnson & Babu, 2018). In addition, all parties involved in the construction process are aware that delay in the delivery of projects in accordance with timetables set by the investors is the scourge that destroys the material and moral profits of these parties, because it causes money wastage to the investors and contractors and bad reputation to the governmental agencies that promote these projects. Delay in project completion puts contractors under pressure, leading them to implement at low levels of quality (Igwe & Ude, 2018). In the current study, the relationship between the four



management functions and project success in Abu Dhabi construction companies will be studied, and the moderating effect of goal clarity on the relationship between management functions and project success will be investigated.

1.3 Problem Statement

In general, good project management is an important factor in ensuring project success (Nayeem, 2020). However, almost 90% of construction projects are not properly managed (Gavrysh & Melnykova, 2019). The main reason to this is poor project management. Poor project management will not allow appropriate execution and control processes, or achievement of the project's targets (Irfan et al., 2021). Also, poor management and engineering planning in large construction companies operating in Abu Dhabi is likely the main reason to delays in project completion through the lack of these companies to define their objectives accurately and development of the strategies, policies, plans and time programs needed for the implementation of the project stages (Naeem et al., 2018). Since the project manager is fully accountable for the success of the project, he is responsible for verifying that all planning processes are properly executed (Haritha & Murali, 2019).

Moreover, delay to projects is one of the foremost concerns of the construction industry in the United Arab Emirates (Dosumu & Aigbavboa, 2018). The delays to the projects are affecting the economy of UAE, especially Abu Dhabi (Shibieka, Raheem, & Hittini, 2019). Delay to projects means the slowdown of development in all other related fields. Delays have negative effects on the project in terms of performance, time





and cost. Hence, it is necessary to figure out the types of delay that commonly arise in a project (Irfan et al., 2021). In Abu Dhabi large construction companies, delays occur in most kinds of projects that range from simple building projects to complex projects such as nuclear power plants. It is important to classify the main causes of delays and highlight the factors that contribute to those causes. The identification of the types of delays leads to the reasons for the delay (Dosumu & Aigbavboa, 2018).

According to the UAE government statistics, Abu Dhabi is the most Emirate in the UAE that faces struggles and delays in the completion of construction projects which constitute 57% of all construction projects in the country (Johnson & Babu, 2018). The losses and costs incurred by Abu Dhabi construction companies has increased recently in 2019 due to delays and poor planning, as the statistics showed that the losses have reached around seven billion USD (Nayeem, 2020). This problem is due to failure to plan well, including budgeting, proper allocation of resources, proper administrative and engineering planning, which all play great roles in the success of the construction companies in completing their projects within the time specified. A construction project is termed successful, when it is completed on time, within budget, and according to specifications (Baban, Seneviratne, & Nielsen, 2020).

One of the reasons for this is that the project management and all party involved in the construction projects do not have a clear goal on the things they need to accomplish. In a particular project, everyone involved has his own goals to accomplish which differs from each other (Pirotti et al., 2020). Beside the unclear project goals, poor planning and leading of the people involved, as well as waste or misuse of resources were the main reasons that have caused loss of control over the components





of engineering project in terms of implementation or execution time, quality, and cost (Morris et al., 2017).

Goal clarity is one of the biggest problems facing Abu Dhabi construction companies, this problem affects the project management and every single party and area involved in the construction projects and it will negatively influence the project as a whole (Raziq et al., 2018). Moreover, recent statistics in Abu Dhabi proved that unclear goals for the parties involved in construction companies due to poor planning and management has affected overall projects' success and completion (Baban et al., 2020). Moreover, Waal and Frijns (2016) found that individuals working toward well-specified goals performed better than those working with no goals or those who were encouraged to do their best. While it has been revealed by Almarri and Abu-Hijleh (2017) that some aspects of goal clarity have led to underperformance. Also, to illustrate the situation in Abu Dhabi construction companies, Hammouda and Junoh (2018) observed that individuals working to achieve very specific goals tended to allocate more work time toward the specific micro-tasks related to their goals. However, due to the unclearly specified goals to workers, managers failed to evaluate performance and render feedback, and they could not help employees self-regulate effort (Hammouda & Junoh, 2018). This means that unclear goals in projects negatively effects the employees work or tasks to be done and the evaluation of the work achieved which is a huge waste of time and resources.

Furthermore, the primary task before the commencement of any project is planning (Naeem et al., 2018). Although planning is an essential function of project management, it is seen that the large and medium-sized contracting companies do not take it as a priority and end up doing a job where there is little planning (Haron et al.,





2017). If the planning is done from the tender stage or bidding stage then it will help in reducing the costs, allow realistic schedules and labor productivity (Tesfaye, Lemma, Berhan, & Beshah, 2018). Because of this, all four management functions (i.e., POLC) are negatively affected with the unclear goals which have led to projects failure in Abu Dhabi large construction companies. Thus, there is a need for studies to investigate the significant role of goal clarity in moderating the effect of project management on project success in Abu Dhabi (Hawah Taana & Raju, 2020).

These issues of construction projects have created a need for conducting studies to investigate them. Also, most previous studies reviewed are insufficient and incomplete because they focused on the effect of one management function on project success. Furthermore, defining project success is not often easy, because the literature suggests that stakeholders have different perceptions of which factors contribute to project success, and this demonstrates a lack of agreement regarding the perceptions of project success factors (Hawah Taana & Raju, 2020). Therefore, the current study aims to fill the gaps and contribute more to the literature by investigating the relationship between all four management functions and project success and their contribution towards project success as well as the effect of goal clarity on the relationship between the two variables.

1.4 Research Objectives

This study aims to examine the moderating effect of goal clarity on the relationship between management functions and project success as well as the contribution of





construction project management functions toward construction project success in Abu Dhabi, UAE.

From the aims of the study mentioned, six main objectives can be identified, which are:

1. To determine the relationship between planning and construction project success in Abu Dhabi, UAE.
2. To determine the relationship between organizing and construction project success in Abu Dhabi, UAE.
3. To determine the relationship between leading and construction project success in Abu Dhabi, UAE.
4. To determine the relationship between controlling and construction project success in Abu Dhabi, UAE.
5. To determine the effect of goal clarity on the relationship between management functions and project success in Abu Dhabi, UAE.
6. To determine the contribution of management functions toward project success in Abu Dhabi, UAE.

1.5 Research Questions

This study will investigate the following questions:

1. Is there any significant relationship between planning and construction project success in Abu Dhabi, UAE?
2. Is there any significant relationship between organizing and construction project success in Abu Dhabi, UAE?





3. Is there any significant relationship between leading and construction project success in Abu Dhabi, UAE?
4. Is there any significant relationship between controlling and construction project success in Abu Dhabi, UAE?
5. Is there any significant effect of goal clarity on the relationship between management functions and project success in Abu Dhabi, UAE?
6. Is there any significant contribution of management functions toward project success in Abu Dhabi, UAE?

1.6 Hypothesis of Study



H1: There is a significant relationship between planning and construction project success in Abu Dhabi, UAE.

H2: There is a significant relationship between organizing and construction project success in Abu Dhabi, UAE.

H3: There is a significant relationship between leading and construction project success in Abu Dhabi, UAE.

H4: There is a significant relationship between controlling and construction project success in Abu Dhabi, UAE.

H5: There is a significant effect of goal clarity on the relationship between management functions and project success in Abu Dhabi, UAE.

H6: There is a significant contribution of management functions toward project success in Abu Dhabi, UAE.



1.7 Conceptual Framework

The following framework shows the relationship between the study variables which the current study will investigate. The four management functions - POLC (IVs) are presented with the moderating variable of goal clarity (MV), and the dependent variable project success (DV). The current study checks the effect of goal clarity on the relationship between management functions and project success. Also, the study will investigate the contribution of management functions toward project success. Figure 1.1 below shows the conceptual framework of the study.

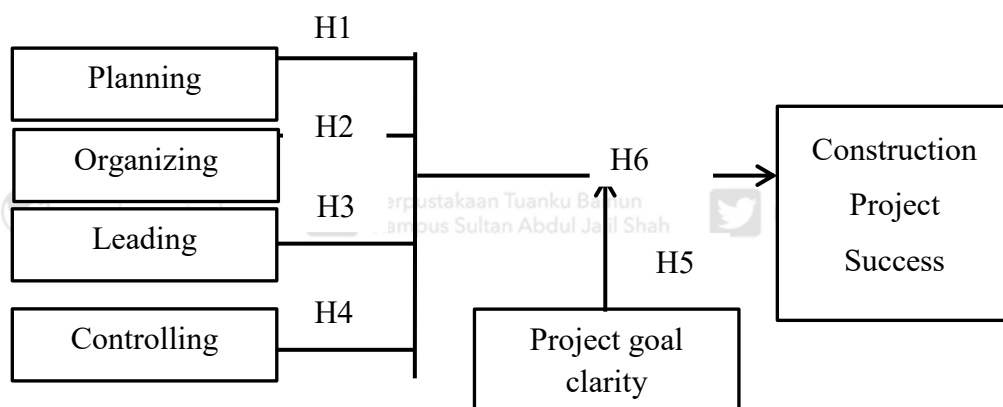


Figure 1.1. Conceptual framework of the study

1.8 Significance of the Study

Generally, the findings of this study will help project managers and developers of construction projects to know the importance of management functions in project success, as well as to emphasize the moderating effect of goal clarity on the relationship between management functions and project success. Moreover, this study will

contribute to further knowledge and future references for researchers using findings and data from this study will help other researchers to understand the relationship between construction project management functions and project success. Furthermore, this study may bring new evidence in construction project success due to the influence of construction project management functions in construction companies in Abu Dhabi, UAE. Also, this study provides valuable knowledge and information on the moderating effect of project goal clarity based on previous studies.

Also, In the meantime, it is clear that there have been inadequate studies on construction companies in UAE in general and Abu Dhabi in particular that examines the contribution of management functions toward project success. Hence, this study aims at filling the gap by examining the relationship between the management functions and project success based on the most important seven knowledge areas of Construction Project Management Planning Processes (CPMPP) in the planning variable, as well as checking the contribution of management functions toward construction project success. This study also aims to contribute to the existing knowledge because most previous studies are insufficient and incomplete since they focused on the effect of one or two management functions on project success. Besides the lack of project goal clarity investigation in those studies, this study will contribute to the literature by linking and investigating all the variables together (i.e. the four project management functions, project goal clarity and project success).

Moreover, this research is important because it is about the construction sector which is one of the most important economic sectors in terms of rates of activity, absorption of employment and employment opportunities and overlap with other



economic sectors and how it contributes significantly to GDP. Also, the construction industry is a vital indicator of the development of the nations and a measure of their degree of development, and the time of implementation of projects is a competitive indicator among developed countries to prove their ability and development in engineering and economy.

In addition, the construction companies' management would benefit from the findings and results of this study by knowing which gap of their ongoing projects should receive the most attention and constitute areas that require effort and improvement to enable the companies to perform at their maximum best and to fully satisfy their stakeholders as well as to gain competitive advantage. Improved construction quality will help them to face the competition between other construction companies in Abu Dhabi and other Emirates. Additionally, good quality of completed and successful construction projects increases stakeholders' and users' satisfaction and leads to long-term profitability and many benefits in the construction industry.

1.9 Scope of the Study

The current study is determined by the following variables:

The relationship between the four management functions namely, planning, organizing, leading, and controlling (IVs) and the construction project success (DV), with the moderating effect of goal clarity (MV), and is also determined by the nature of the sample used in the study, which is project managers in construction companies in Abu Dhabi, UAE. Moreover, measuring the construction project management functions of



project managers in Abu Dhabi is based on the Project Management Body of Knowledge - PMBOK (Project Management Institute) as well as instruments used in previous studies, and the project success and goal clarity are measured using scale items adopted from previous studies. Furthermore, the study was limited to 86 construction project managers in Abu Dhabi, UAE. The study will be conducted during the second semester of the academic year 2019 and is expected to be completed by the end of the year 2020.

1.10 Operational Definition

The current research studies six main concepts namely, planning, organizing, leading, controlling, project success, and goal clarity. Therefore, the study will include operational definitions for all variables included as follows:

1. **Management Functions:** It is a dynamic process performed by project managers consisting of various elements and activities. These activities are planning, organizing, leading, and controlling. (Ahmed, 2017)
2. **Planning:** It deals with chalking out a future course of action and deciding in advance the most appropriate course of action for the achievement of pre-determined project goals (Al-Hammadi, 2018). It includes seven knowledge areas namely, integration, scope, time, cost, human resources, communications, and procurement, these knowledge areas cover 15 processes that have to be properly executed by project managers in construction projects (PMBOK® Guide Sixth Ed, 2017).

3. **Organizing:** It is the process of bringing together physical, financial, and human resources and developing productive relationships amongst them for executing and completing the construction projects successfully (Ahmed, 2017).
4. **Leading:** The process by which the project manager guides and influences the work of subordinates in the desired direction to execute and complete construction projects successfully. This study focuses on transactional leadership which is an exchange process based on the fulfillment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes. (Aga, 2016)
5. **Controlling:** It implies measurement of accomplishment against the standards and correction of deviation if any to ensure the conformities with the planned budget and activities of construction projects (Baban, Seneviratne & Nielsen, 2020; Kenley & Harfield, 2015).
6. **Goal Clarity:** The ability to set a clear and specific objective for construction projects that all affected parties understand and can work towards achieving (Aga, 2016).
7. **Project Success:** The ability to complete the project according to desired specifications, and within the specified budget and the promised schedule (Aga, 2016).

1.11 Structure of Thesis

The first chapter of this thesis presents an introduction to this study and its significance.

Then, the second chapter presents a detailed literature review and theories of the



concepts of this study in addition to previous studies related to the topic being studied i.e., management functions, goal clarity, and project success. After that, the third chapter presents the research methodology, the sample of the study and the instrument used for data collection as well as the procedure of data analysis.

1.12 Summary

This chapter has provided a brief explanation of the study. It included the background of the study which has covered all the study variables, followed by the problem statement which has included the related issues in construction projects and the gaps in previous studies. Then, it has presented the research objectives, research questions, and research hypothesis. Also, it has shown the conceptual framework. After that, it has explained the significance and contribution of the study to the literature and the construction industry. Then, the scope of the study and the operational definitions were also highlighted. Finally, the structure of the thesis was presented.

