

The Mediating Role of Youth Leadership Participation in Project Success

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ABSTRACT

This study emphasizes the significance of investigating the impact of project managers' personalities on project success, taking a different approach from previous research. While prior studies have primarily focused on personality traits assessed through the Big Five and Myers-Briggs Type Indicator, this research recognizes the growing reliability and importance of the trait approach to personality measurement. Surprisingly, project management literature has not adequately explored the dispositional inclinations of project managers, despite the crucial role of personality-job fit and the high failure rates observed in projects. To contribute to the existing knowledge base, this study concentrates specifically on Youth Leadership Participation area, which plays a pivotal role in national development. As many organizations, including Youth Leadership Participation, heavily rely on project-based frameworks for their operations, the scarcity of resources often poses challenges in training and developing project-based staff. Consequently, it becomes crucial for Youth Leadership Participation to recruit individuals whose personalities align with the demands of their work. This research aims to predict project success, particularly through the lens of transformational leadership, by utilizing the Big Five personality traits. By examining the personalities of key leaders within Youth Leadership Participation area, this study intends to bridge the knowledge gap regarding the intricate relationship between personality, leadership styles, and project success. The ultimate goal of this research is to provide valuable insights that can benefit Youth Leadership Participation within project-based structures. These insights can be utilized to enhance project outcomes and improve overall effectiveness in project management practices.

Keywords: Project-based staff, *Key Leaders*, *Leadership Styles*.

1. INTRODUCTION

In the past few decades, the majority of research in project management has focused on efficiently and timely achieving project goals. This shift in research interest can be attributed to the growing adoption of project-based structures in organizations. Even if organizations are not

entirely project-based, they often have temporary entities like tasks, task forces, or programs within them. The success of a project depends on factors such as the

qualities of project managers, composition of project teams, project size, support from top management, organizational structure, and external environmental

factors. However, the existing project management literature often neglects the psychological aspects of project success. Personality traits have been extensively studied in various organizational contexts, showing their impact on job performance, organizational commitment, and workplace learning. Surprisingly, the influence of project managers' personalities on project success has not been thoroughly examined, except for a few studies on the Big Five personality traits and Myers-Briggs Type Indicator (MBTI) personality types.

Therefore, according to our point of view, the most important role of different leadership styles is to explain the relationship between different personality qualities and the successful completion of a project. In addition, the fact that there is empirical evidence to support the idea that different styles of leadership have the capacity to mediate the links that exist between individual variations and management performance lends credence to our hypothesis and provides additional support for its plausibility (Cavazotte et al., 2012). In order to make headway in the body of work that has been done on the subject of project success, it is essential to conduct in-depth research into the question of whether or not the Big Five personality traits (i.e., extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience) play roles as basic predictors of project success.

This is because it is important to determine whether or not the Big Five personality traits play roles as basic predictors of project success (Thal & Bedingfield, 2010). It has been shown that some characteristics of a person's personality may properly predict particular leadership styles, such as transformational leadership (Kalshoven et al., 2011). Since then, it has been found out that different styles and abilities of leadership contribute to the overall success of individuals, teams, and organizations (G. Wang et al., 2011).

2. BACKGROUND OF THE STUDY

The sixth and most in-depth section of this research is the investigation of the mediating impact that Youth Leadership Participation has on all of the connections that have been discussed up to this point. This means identifying whether or not a high level of youth leadership engagement is linked with an improvement in the quality of the relationship between the variables, or whether or not it is connected with a deterioration in the quality of the relationship. Specifically, this means determining whether or not a high level of youth leadership participation is associated with an improvement in the quality of the relationship between the variables.

This aspect has been the subject of prior study, which was carried out in a variety of distinct investigations. When a

mediation analysis is carried out, it is feasible to measure the influence that a learning culture and a trust culture have on the application of leadership. This is the case even if the two cultures are mutually exclusive. The term "transformational leadership" refers to this particular kind of leadership. The findings of this research indicate that there is a significant and direct role that learning cultures play in the application of knowledge, that there is a significant and direct role that cultures of trust play in the application of knowledge, and that there is a significant mediating effect that leadership plays between learning cultures and the application of knowledge (Mahmud, 2020). In addition, the purpose of the research paper that was produced by (Mysirlaki & Paraskeva, 2020) was to analyze the effectiveness of virtual teams by taking a more in-depth look at the Virtual World Teams (VWTs) that are present in massively multiplayer online games (MMOGs). According to the results of the research, there is a substantial predictive relationship between perceived leader emotional intelligence and virtual team performance sub-factors, and transformational leadership behavior serves as a mediator for this relationship. This relationship was shown to exist between perceived leader emotional intelligence and virtual team performance sub-factors (Mysirlaki & Paraskeva, 2020). Additional study indicated that male and female participants had varied viewpoints about the emotional intelligence, transformational leadership, and effectiveness of their respective leaders. In addition, (Zhang et al., 2021) conducted a study with the primary purpose of determining the antecedent (i.e., the leader's self-transcendent value) and outcomes (i.e., the follower's environmental commitment and behavior) of transformational leadership. This research was carried out with the intention of identifying the antecedent and results of transformational leadership. The purpose of this study was to get a deeper comprehension of the relationship that exists between the two ideas. This research was conducted with the intention of tracing the roots of transformational leadership all the way back to their antecedents, which included investigating the variables that came before transformational leadership. The second goal of this project is to conduct research on the role that transformational leadership plays as a moderating influence in the relationship that exists between a leader's self-transcendent value and the behavior and commitment of followers toward the environment. This will be accomplished by examining the function that transformational leadership plays as a moderating influence. In particular, the purpose of this study is to analyze the ways in which transformational leadership influences relationships. Examining the role that transformational leadership plays in the relationship as a mediating force and looking at how it operates within the

framework of the relationship will allow us to accomplish this goal. The authors come to the conclusion that the self-transcendent value of a leader is an essential prerequisite for transformational leadership, and that transformational leadership has the potential to both increase the environmental commitment of followers and foster the environmental behavior of those followers. The authors also come to the conclusion that transformational leadership has the potential to increase the environmental commitment of followers and foster the environmental behavior of those followers. The authors also reach the conclusion that transformational leadership has the capacity to both improve the environmental commitment of followers and nurture the environmental behavior of those followers. This conclusion is supported by the evidence presented in the article.

In addition, transformational leadership plays a vital role in mediating the connection between a leader's self-transcendent value and a follower's commitment to and actions concerning the behavior (Zhang et al., 2021). This is an important aspect of the relationship between a leader's self-transcendent value and a follower's conduct. This is an essential component of the relationship that exists between a leader and the people who follow that leader. This is a crucial part of the function that transformational leadership plays in the relationship between the self-transcendent value of a leader and the value that is held by a follower. Empowering their followers is one of the primary ways transformational leaders are able to fulfill this function. The goal of the study that Zahari and his coworkers (2022) carried out was to evaluate the role that the features of a person's leadership play in deciding whether or not an organization is successful.

This investigation was conducted out among Malaysia's higher private educational institutions. The results of this investigation, which were derived from a questionnaire that contained a total of 120 questions and which was filled out, indicate that the organizational resiliency and leadership qualities of private institutions of higher learning contribute significantly to the success of the institutions as a whole. In addition, the results of this study give strong support for the premise that leadership talents play a mediating function in the process of boosting performance. This research was carried out by the Center for Creative Leadership at the University of Central Florida. Both conceptually and practically, the findings have implications for the process of developing the post-disaster resilience of organizations (Zahari et al., 2022).

Last but not least, the objective of the study that was carried out by (Nguyen et al., 2022) was to investigate the effects of transformational leadership on the creative output of employees by means of psychological

empowerment, participation in the creative process, and intrinsic motivation. According to the findings of this research, transformational leadership has an impact on employee creativity, but only in a roundabout fashion, as a result of the mediating variables. It has been shown that the relationship between transformational leadership and psychological empowerment may have a positive influence on both. The degree to which a person is psychologically empowered has a direct correlation with the extent to which they participate in the creative process, as well as the degree to which they are driven by their own interests. This relationship is related to the degree to which they are psychologically empowered. Both active participation in the creative process and a strong feeling of intrinsic motivation have been shown to have a positive influence on the amount of originality and creativity produced by employee (Nguyen et al., 2022). Therefore, the mediating effect of Youth Leadership Participation is represented in 5 hypotheses as per the following:

H6: There is a mediating influence of Youth Leadership Participation (YLP) on the relationship between Project Mission (PM) and Project Success (PS)

H7: There is a mediating influence of Youth Leadership Participation (YLP) on the relationship between Teamwork (TW) and Project Success (PS)

H8: There is a mediating influence of Youth Leadership Participation (YLP) on the relationship between Planning and Organizing (PO) and Project Success (PS)

H9: There is a mediating influence of Youth Leadership Participation (YLP) on the relationship between Communication (CO) and Project Success (PS)

H10: There is a mediating influence of Youth Leadership Participation (YLP) on the relationship between Fundraising (FR) and Project Success (PS).

3. RESEARCH PROBLEM

According to the findings of some studies, the majority of young youths in Malaysia do not engage in or exercise their rights and obligations for the improvement of the environment (Jusoh et al., 2021). Because of the mindset they have, it is impossible for the leaders to educate people so that they can accept changes in policy.

4. RESEARCH OBJECTIVES

1. To explore the impact of Fundraising (FR) on Project Success (PS).
2. To explore the impact of Fundraising (FR) on Project Success (PS).
3. To explore the mediating effect of Youth Leadership Participation on the relationship between Project Mission, Teamwork, Planning and Organizing, Communication and Fundraising with Project Success.

5. RESEARCH QUESTIONS

1. What is the impact of Communication (CO) on Project Success (PS)?
2. What is the impact of Fundraising (FR) on Project Success (PS)?
3. What is the mediating effect of Youth Leadership Participation on the relationship between Project Mission, Teamwork, Planning and Organizing, Communication and Fundraising with Project Success?

6. POTENTIAL CONTRIBUTION

1. The research will contribute to the understanding of leadership factors that contribute to project success.
2. It expands the existing research on critical success factors by incorporating youth leadership as a mediator.
3. The study synthesizes past research to determine effective leadership styles for project success.
4. It creates an updated critical success factor framework that project professionals and organizations can use to improve project delivery.

7. LITERATURE REVIEW

Previous studies have examined the mediating impact of various factors on the relationship between critical success factors and project success. One aspect that has been explored is the influence of youth leadership participation on these connections. The study conducted by Mahmud (2020) investigated the role of learning cultures and trust cultures as mediators between leadership and the application of knowledge. The research found a significant direct role of learning cultures and trust cultures on knowledge application, with leadership playing a mediating effect.

Another study by (Mysirlaki & Paraskeva, 2020) analyzed the effectiveness of virtual teams, particularly in massively multiplayer online games (MMOGs). The research revealed a predictive relationship between perceived leader emotional intelligence and virtual team performance, where transformational leadership behavior acted as a mediator.

(Zhang et al., 2021) conducted a study to identify the antecedents and outcomes of transformational leadership. Their research examined the role of transformational leadership as a moderating influence on the relationship between a leader's self-transcendent value and follower behavior and commitment toward the environment. The study concluded that transformational leadership positively influenced followers' environmental commitment and behavior.

In a study conducted by Zahari et al. (2022) among Malaysia's higher private educational institutions, the role of organizational resiliency and leadership qualities in the institutions' success was examined. The findings indicated that leadership qualities played a mediating role in enhancing institutional performance, contributing to the success of the organizations.

Furthermore, Nguyen et al. (2022) investigated the effects of transformational leadership on employee creativity, mediated by psychological empowerment, participation in the creative process, and intrinsic motivation. The research found that transformational leadership indirectly influenced employee creativity through these mediating variables.

Based on these prior studies, the current research incorporates the mediating effect of youth leadership participation (YLP) on the relationship between critical success factors (such as project mission, teamwork, planning and organizing, communication, and fundraising) and project success.

The review explains the theoretical foundations and research methodology employed in the study, including the conceptual framework with independent and dependent variables. The chapter follows a similar format to the previous presentation, emphasizing the importance of organizing the review in a manner that aligns with the topic. Additionally, it discusses the broader questions surrounding leadership, such as whether leaders are born or made, the qualities of a good leader, and how leaders lead. These questions have driven the development of various leadership theories and styles throughout history. The chapter also focuses on the critical success factors required for organizations and the role of leadership in discussing and addressing these factors. The review serves as a strong foundation for further research and understanding, enabling the researcher to gain knowledge of the possibilities and limitations associated with different theories. This newfound information is a result of studying relevant literature and has opened up new avenues for investigation.

8. METHODOLOGY

The researcher for this study has conducted a comprehensive assessment of recently available literature in order to get an understanding of the aspects that are influencing the success of Project among NGOs in Malaysia. The researcher then developed the study questions, goals, and hypotheses after that. To put the hypotheses to the test, the researcher will employ the

quantitative research technique in the form of a survey questionnaire, the questions for which will be drawn from the previous examination of the relevant literature. In addition to that, the data collected from the questionnaire will be analyzed using IBM SPSS and Smart PLS.

Quantitative research is a method that explores the connection between variables in order to test objective ideas in a regulated setting. This kind of study is called “experimental design”. On the other hand, these variables may be measured, most of the time with the assistance of specialized apparatus, which makes it possible for statistical methods to be used to the evaluation of numerical data. The closing written report is organized according to a conventional structure that consists of an introduction, then a part on literature and theory, then a section on methods, then a section on results, and finally a section on comments. People who take part in this kind of study make assumptions about testing hypotheses deductively, putting in safeguards against bias, controlling for alternative explanations, and being able to generalize and reproduce the findings, very similarly to how qualitative researchers make assumptions (Creswell, 2017).

9. DATA COLLECTION PROCEDURES

According to (Creswell, 2017), the data collection phases involve defining the research boundaries; obtaining knowledge through unstructured or semi-structured observations and interviews, papers, and visual resources, as well as developing the data recording process.

A survey is a method for gathering information from or regarding people to identify, evaluate, or justify their experience, attitudes, and behavior, according to (Sekaran & Bougie, 2016). Whereas in market analysis the survey approach is very common, since it helps the researcher to gather quantitative and qualitative data on several forms of study questions (Sekaran & Bougie, 2016). In reality, surveys are widely used to gather data regarding persons, incidents, or circumstances in exploratory and descriptive analysis.

10. DATA ANALYSIS

In this section, the researcher will discuss about the results of data analysis and findings of this study. In order to analyses the data, “Statistical Package for Social Sciences (SPSS)” 26.0 was applied. SPSS is “a data management and analysis program designed to do statistical data analysis, including descriptive statistics such as plots, frequencies, charts, and lists, as well as sophisticated inferential and multivariate statistical procedures like

analysis of variance (ANOVA), factor analysis, cluster analysis, and categorical data analysis”.

The findings will be presented in a manner that is consistent with the research questions that serve as the foundation for the current investigation. The data screening and statistical profile of the data collecting came first, and then the profiles of the respondents were compiled. The subsequent topic of discussion is an analysis on the goodness of measurements to assess the validity and reliability of the variables. In relationship, the findings that pertain to the examination of the relationships between the variables are reported.

Calculating the mean, mode, minimum score, maximum score, and standard deviation of the obtained data will be the responsibility of the researcher. The statistical tools designed specifically for this study will be used. Mean will be computed to measure at the average opinions from the respondents, while standard deviation will be gathered to look at the variety of views among the respondents. After that, the researcher will begin by carrying out the aforementioned analyses and interpretations of the data, and then they will go on to the profile of the respondents.

In addition, the researcher is going to test the measurement model as well as the structural model with the help of Smart PLS 3.3. This is going to be done in order to check the validity of the measurement model as well as the weights of the relationships that are being modelled by the structural model between the variables.

11. RECOMMENDATIONS

Conducting a systematic selection of NGOs outside Selangor and Kuala Lumpur, particularly in less developed states, as a case study would yield diverse findings regarding the factors influencing project success. Increasing the sample size for study would provide more options for analysis and generate additional results. For future studies, employing mixed methods, including interviews, as a methodology would shed light on the project success of NGOs and gather valuable perspectives for investigation. In this particular study, fundraising was examined as an independent variable. While many studies have focused on fundraising as a factor in the financial success of NGO projects, it is recommended that future research consider incorporating fundraising as part of a comprehensive financial analysis and its association with project success. Conducting similar studies with different independent variables would yield varying determinants of project success for NGOs in Malaysia.

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