

Impact of Natural Born Leader Qualities on the Project Team Performance: The Influences of Demographics (Gender and Age)

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Abstract

This paper examines the impact of nature born leader qualities on project team performance. This research also studies the influence of demographic factors (age, and gender) on the impacts of a nature born leader qualities intention in projects perspective. A quantitative technique was adopted in this research. Data were collected through questionnaire survey from Pakistani project. Questionnaire form covered all variables and collected data analyzed through SPSS. Regression Analysis and Wilcoxon matched-pairs signed-rank tests were applied to test the hypothesis and make inference from the collected data. Statistical analysis revealed the impact of natural born leader qualities on both subjective and objective performance of project teams. Finding also supported the proposed hypotheses about influences of demographic variables. The findings address a number of weaknesses in literature by providing statistical evidence of the influence demographic characteristics. The findings can thus help theoretically; and practically to project manager by understanding the conflict resolution of different age and gender of their followers. This research also benefit for the research scholar engaged in pursuing literature on leadership behavior, project management and performance.

Keywords: Natural born leader qualities, project team performance, age, gender.

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Introduction

Leadership has become a grown-up theory and many scholars have been written on this theme since the first decay of the twentieth century (Tain-Fungwu, 2006), however the role of a project leader is a part of foremost influence and so much significant to the project management sector (Vigoda-Gadot, 2007) that each relationship, dimension, and feature of leadership needs advance research and elaboration.

Blank (2001) is the leadership investigation researcher who has opened to the elements and main idea of qualities that have naturally in leader. When individual guide people outstandingly, and prove fabulous encouragement in the achieving of desire objectives lacking of disturbing, followers admit the person is naturally made for leading (Blank, 2001; Steinhoff, 2015). Blank (2001) describe that the community imagine that natural born leaders achieve a pensive need for society, and they are trustable and champions. Blank (2001) also observed that natural born qualities of leadership appear and can be showing by the young person on the forum of school lunch break, who manages and arrange the sports event in it. Yukl (2010) describe, some leaders have natural born qualities that not possessed by other people and these certain behaviors, qualities, and traits are gifted surprisingly. Dewey (1916) explores that, to teach an individual that did not have natural qualities of leader is just desecrating of time. Thus, if positive signal and potentials of leadership are not present in an individual, it is a misuse of resources to make an effort to raise him. Furthermore, it is very difficult to build qualities and traits in individual, just can buff up the qualities whatever are present naturally for central stage is to bring an environment which will acceptably function (Dewey, 1916).

Tucker and Russell (2004) discussed that in today's changing technological era and turbulent atmosphere those projects gain competitive advantage and survive who have imaginative project team and project organization consider their project team members as their resources. therefore there are a numerous researches that have studied that although there are many additional factors like interest, job challenge, working climate, growth, and advancement opportunities of project organization but up till now leadership is the most imperative factor that becomes the origin of project teams performance (Warrick, 1981) and it's the natural born leader qualities that develops and nurtures project team members (Zhou, 2003; Bartol, 2010).

Shalley, and Zhou (2003) discussed that that it's due to the natural born qualities of leader that their followers try to improve and develop their individual procedures, policies, and practices. Leaders through natural born qualities developed services through their functional and practical ideas, result in project team improvement; thus adapting project external changes, responding to the

opportunities and challenging (Cummings, 1996). Thus, project team performance is mainly dependent on natural qualities of leadership.

Young people have abilities, and skills to develop their confidence and motivation (Doets, 2002, p. 154 and Commission on the Pakistan Future, 2025). Thus, a prospective role of this research paper could be the exploration of demographic variables; gender and age (mediating variables) on the impact of natural born leader qualities on project team performance. (Molero, et al., 2007) describe leadership qualities as dependable dimensions and trigger for employee performance. These qualities got most of the attentiveness of scholars until end of the twentieth century and then the concept of natural born leader qualities emerged and was found dependable on employee performance and overall organization performance. Madlock, (2008) suggest that supporters report to be contented with those bosses who possess both relation and natural born qualities with young age.

Similarly, previous study shows that approach of males about employee performance have conventionally been different and favorable than that of females (Eagly, 2003; Lewin, 1939; Wong, 2015). Females have a propensity to show less trust and larger risk aversion in the treatment of employee in project organization. Males score highly for intention and attitude to use and for their influential motivation.

Today's many projects lunched globally and specially in the country that in developing stages like Pakistan. Currently its competitive environment and new project face many challenges to meet their goal and vision. Project manager play vital role in completion of these goals and make better efficient project teams by motivating and inspiring them by natural born leader qualities. Therefore it grasps the concentration of scholars from many years, however this research paper are about focusing to study and find the impact of leader natural born qualities on project team performance with mediating role from demographic dynamic (gender and age). Some researchers have asked their contributors for demographic information, but they do not detail them in their papers (Bonhard, 2006; Aqeel, 2015). Another research paper reports that gender and age had no impact on the performance (Parsons, 2004). William Gentry, (2012) and Steinhoff, (2015) and conducted their investigation on the leadership styles and qualities and suggested that it is valuable. Although different conjectural approaches being explore leadership styles but most renowned support for performance is leadership qualities (Hambley, et al., 2007). It is necessitating of analyzing and understanding how natural born leader qualities is impacted on the project team performance at project management sector. Moreover, it is also the problem to find out the degree to which demographic factors influences on this impact.

This particular research paper is a concrete review of literature for understanding the relationship of project team performance through leadership qualities (focusing natural born leader qualities) established in different

demographic factors (gender and age). The core purpose of this research paper was to investigate the impact of natural born leader qualities on project team performance in public and private project organization of Pakistan. The secondary aim of this paper was to verify if gender, matching with age, was influence on the impact project team performances. Furthermore, the purpose of current paper is to help project leaders about the improvement of natural born leader qualities through which they enhance their supporter's performance.

Literature Review

Natural born leader qualities

That incessant and progressive change in today's competitive project management sector requires superior leadership qualities. Some leader have inborn qualities and with a little bit polish and obtain tools they become skillful leaders. Blank, (2001) gives the most truthful explanation of natural born leaders and state that, the word natural means something found in natural world; real or genuine, not manufactured or artificial; exclusive of man-made changes; inborn, not acquired. In my point of view, that people are natural born leaders and through little buff up or direction cans accomplished the desires leadership. It means that individual has some natural leadership qualities innate and may get enhanced these qualities by obtaining leadership understanding and skills during their university study, trainings, seminars, work.

Blank (2001) describe the leader natural skills in three basic groups that the world admit as true and as a born leader skills for success leading (Steinhoff, 2015). The basic skills with sub categories are shown in Table 1.

Table 1 Basic skills and qualities of nature born leaders

Foundational Skills	Leadership Direction Skills	Leadership Influence Skills
<ul style="list-style-type: none"> • Expand self-awareness. • Clarify expectations. • Build rapport. 	<ul style="list-style-type: none"> • Develop and guide others for leading. • Draw and scratch the territory to identify the need to lead. • Chart and plan a course of direction leadership action. 	<ul style="list-style-type: none"> • Create a motivating environment. • Influence others to willingly follow. • Build the base to gain commitment.

Organization only invest in those who they judge have inborn leader qualities, on individual that they observe potential of leadership in them or on developing group that talent of becoming leaders, if not its wastage (William, 2012). Born project leaders set the tendency for the growth of project team, so accepting their view point and build up strategies for team development and performance. Born

leaders are likely to be more helpful and supportive of team member measures and authority-focused, while artificial leaders will be more helpful of other focused actions and influencing (Kadyrkulova, 2008).

Project team performance

In the past period, scholar has gradually concentrated on the performance of project team in the project management sectors (Borma, 1997). Leadership efficiency and qualities in project management, although it fluctuates from scholar to scholar, can superlative be measured through project team performance and project growth. Mostly, project manager qualities are evaluated with respects to the project task completion and aim achievement as desired. Objectively, project team performance is measured through project timely completion within define budgets, increase quality of project, stakeholder satisfaction etc. Subjectively, change in project team members learning, development and behavior, proficiency, project team member enhancement in skills, commitment and capabilities etc. are measured as leadership qualities implementation proofs (Dastmalchian, 2001).

Project manager provides supporters by support and direction, also influencing them by means of inborn qualities. Therefore, researcher suggests that some individuals are natural born leaders, they demonstrate particular skills and qualities in spontaneous. Leading is a process of interaction between the supporter and leader, there is no a leader and leadership if no supporters and no one follow them. Hence, the leader qualities of attraction and skill grows, can attract the more followers. Natural born leader qualities are the style and way of attract more and more individuals as followers. If project manager can understand own natural aptitudes and shape capabilities by excising services of learning, feedback and practice can improve the performance of project teams.

H1a: Natural born leader qualities have significantly effect on project team objective performance.

H1b: Natural born leader qualities have significantly effect on project team subjective performance.

Influence of demographic

The following dynamics affect leadership skills and qualities such as behavior of males or females, job experience and age of individual. Hence, males and females have different inborn leader qualities or can obtain leadership talents and practice them according to the position, work place and environment and its change with age by gaining experience and became mature (Kadyrkulova, 2008).

Gender influences

Due to littler females participation in project management sectors, there are few study of gender differences in project management environment but this is importance to the researchers to investigate gender influence in project management. It is demonstrated that it is more often for male leaders over female to effort to unchain the difficulties and puzzles things to improve teams performance and chase their organization desire aims, whereas females generally see how inflexible that something is, and concentrate on the procedure to accomplish their aims (Hennig, et al., 1977; Saeid, et al., 2013). Gender is also linked with employee performance (Borma, 1997; Vigoda-Gadot, 2007). Males and females behave differently in the management because of different natural inborn qualities (Kadyrkulova, 2008; William, 2012) and participate in team's performance improvement process (Vigoda-Gadot, 2007; Madlock, 2008).

H2a: Gender mediates the impact of natural born leader qualities on project team objective performance.

H2b: Gender mediates the impact of natural born leader qualities on project team subjective performance.

Age influences

Marlow, (2002), Joeran, (2013) and (Wong, 2015) evidenced a direct effect of age on usefulness perceptions for both short-term and long-term usage. A number of researchers have resulted in such results concerning age differences (Vigoda-Gadot, 2007; Joeran, et al., 2013). Age is found to affect employee performance in various ways such as affecting employee behaviors, and moderating the relationships between leadership and follower's performance (Marlow, 2002). Older employees have workplace environment experience and can manage thing accordingly practices, however younger individuals are energetic and wishing of seeking new things (Wong, 2015).

H3b: Age mediates the impact of natural born leader qualities on project team objective performance.

H3b: Age mediates the impact of natural born leader qualities on project team subjective performance.

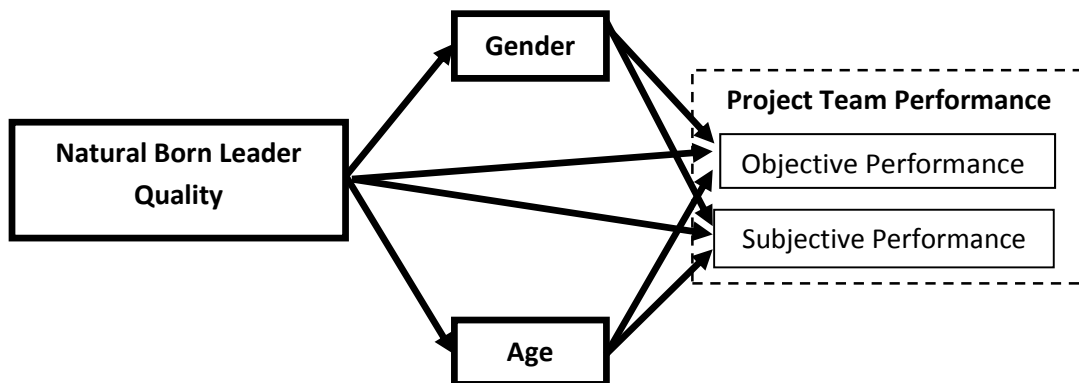


Figure 1 Proposed Model Exhibiting Relationship between Natural Born Leader Qualities and Project Team Performance

Methodology

This paper assumes quantitative research technique and the author primarily used survey questionnaire as the key source of collecting research data. Data gathering was smooth and survey form was comprised for all probable for data inquiry. Data was together randomly from all the project team members i.e., different project managers, project supervisors, planning engineer, stakeholders etc., and all the members of dissimilar ages from numerous public and private project base organization in Punjab, Sind, Gilgit baltistan, KP, Kashmir, Pakistan. It was supposed that these explanations and data observations are the true representative of whole population frame.

The unrestricted probability sampling cluster (Area) random technique was used where the first choose the project randomly in different region of selected population frame. Data was collected for natural born leader qualities by using a Blank (2001) natural skills questionnaire, and demographic characteristics form from public and private sector project of Pakistan for different project team members. Nature of question in questionnaire was closed ended with 1 to 6 likert scale analysis going from “strongly disagree” to “strongly agree”.

A total of 450 questionnaires form were distributed within project team members in different public and private sectors Pakistani project, out of which 379 were selected for research analysis that completed in every aspect and making response rate 84.22%. Statistical techniques uses in this study are Regression Analysis and Wilcoxon matched-pairs signed-rank tests.

Data Analysis and Discussion

Sample distribution

Table 2 shows the demographic characteristics of surveyed sample based on gender, age, level of education, organization type, and region of respondent. About 82.3% of respondents were men and 17.7% were women. In terms of age, the young respondent's the age between 15 and 30 is 55.7% and respondent's age above than 30 year is 44.3%. In terms of the level of education, the highest percentage (38.0%) consisted of those whose respondents having master's degree, 34.2% have bachelor's degree and 27.8 other degree.

Table 2 Respondents' profile

Measures & Items		Frequency	Percentage %
Gender	Male	311	82.3
	Female	68	17.7
Age (years)	15-30	212	55.7
	+31	167	44.3
Education level	Graduate	129	34.2
	Postgraduate	144	38.0
	Other	106	27.8

Source: Saif (2015)

Validity and Reliability

Inter-item correlation between natural born leader qualities and project team performance (objective and subjective) was found and Cronbach's Alpha was calculated. The value of Cronbach's Alpha (NBLQ= .757, PTP= .862) discovered high inner consistency of both instruments.

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Impact of nature born leader qualities on project team performance

Regression analysis in Table 3 shows that the value of R² is .551, and .691 which directs that it is significant and noteworthy, which means that natural born leader qualities creates 55.1%, and 69.1%, significant impact on dependent variables object performance, and subjective performance respectively in this research paper. While only 44.9% and 31.9% variation respectively remained due to some unknown variables. (H1a and H1b-Accepted).

Table 3 Model Summary

Model	R	R ²	Adjusted R ²	Change Statistics				
				R ² Change	F Change	Df1	Df2	Sig. F Change
1	0.742 ^a	0.551	0.545	0.551	94.522	1	77	0.000
2	0.831 ^b	0.691	0.687	0.691	172.04	1	77	0.000

a. Predictor: OP (Constant), NBLQ
 b. Predictor: SP (Constant), NBLQ

The influences of gender, age, and project type

Statistical studies were carried out on different gender groups; age groups — natural born leader qualities and project team objective and subjective performance. Table 4 shows summary of the statistical analysis findings.

Table 4 Summary- the significance valves (2-tailed) of the skills

Skills	Gender Male	Gender Female	Age 15-30	Age 31+
Fundamental skills	0.001	0.005	0.845	0.620
Leadership direction skills	0.007	0.651	0.189	0.016
Leadership influence skills	0.079	0.009	0.952	0.224
Objective Performance	0.000	0.064	0.034	0.074
Subjective Performance	0.007	0.002	0.228	0.047

The influence of Gender

The outcomes of the Wilcoxon matched-pairs signed-rank tests, conduct on the pre- and post-trip test scores, express that the different gender members of project teams are influenced differently as seen in Table 4. The probability of male being impacted is higher for fundamental skills, leadership direction skills and objective performance of the team while the impact probable lower for leadership influence skills and subjective performance with compare of female gender.

The influence of Age

The outcomes of the Wilcoxon matched-pairs signed-rank tests, conduct on the pre- and post-trip test scores, express that the different age members of project teams are influenced differently as seen in Table 4. The probability of the older age groups of more than 31 years being impacted is higher for leadership skills, leadership influence and objective performance; for which the younger groups 15-30 years were lower impacted rate.

The objective of this paper was to understand about the impact of natural born leader qualities on project team performance and also understand more about the influence of demographic characteristics (age and gender) on natural born leader

qualities and project team performance. Statistical analyses in table 3, the highlighted value define the skills that are significantly (probability is equal or greater than 95%) influenced by these variables. This rating of probability is used by research statisticians to define the significance level of the grades (Clegg, 1990; Albery, et al., 2004). For age, this research shows elder members have significant impact on leadership direction skills and this is because of experience of workplace. Moreover with team member mature and they concentrate on subjective performance of the team with compare to younger who priority is objective performance. For gender, this research describe that, male have significant impact on the entire variable except the leadership influence skills as compare to female members. This research uncovered the new finding, specifically the female have shown more positive leadership influence skills to male. So, it is conceivable that there are more differences between the gender types than presently believed; an space that could value from promote future study in this field.

Conclusion and Recommendation

The analysis shows that natural born leader qualities have significant impact on project team objective and subjective performance. Furthermore it also found that demographic characteristic (gender and age) significant influences on the impact of natural born leader qualities on project team objective and subjective performance. The project team members experience is more likely to change the 15–30 years of age than the 31+ years. Some skills are more likely to vary in the male (leadership influence skills and subjective performance) and others in the female member (Fundamental skills, Leadership directional skills and objective performance). Female most concentrate on the objective performance because of do not free much outside environment, female only concentrate on the works and do not participate in social activities.

The most significant implication is, so, that project managers in order to maintain a genuine relationship between the project team members. Project manager understand the inborn qualities in better way of different gender and ages to improve their follower's performance. This research suggests a platform for further study on the inborn qualities and teams performance, that will significant for project management.

As with all approaches, there are certain limitations. In this circumstance, personality records only capture specific sorts of data; in this research only measures natural born quality ignoring traits, capabilities, interests, abilities, needs, values et.. So, the influence of gender and age can be far reaching. Also, the sample used in the current study was cluster sampling; therefore this may reduce the sample representativeness, and produce sampling error due to problem of overlapping in future other sampling technique can be adopted for better result. Observing the limitations of this research, a more general understanding of these

variables could be gained by exploring further areas theme to change such as a person's need, interest and values.

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