

# Modern Leadership Styles of Investment Projects and their Impact on the Quality of Implementation

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## ABSTRACT

This study aimed to test the effectiveness of modern leadership styles in the quality of project implementation in the Babylon Projects Department. Two types of modern leadership styles were tested, which are mutualism and transformational. The effect of modern leadership styles was measured in the scope of the project, its cost, and the time taken for completion, as the research sample reached (30) ranged Among managers and heads of departments in the Babel Projects Department, the general study hypothesis represented by B was tested. There is a significant effect of modern leadership styles on the quality of project implementation.

**Keywords:** *Leadership styles; transformational; Transactional; quality of project implementation; scope, cost and time.*

## INTRODUCTION :

Interest has appeared since ancient times in the concept of leadership, and this interest has increased greatly at the present time by business organizations because of their great and fundamental role in influencing the behavior of workers(1) William Chuck, 2007 defines leadership as the quality of a person's behavior through which he can convince others to achieve goals with enthusiasm or the level of influence of the person on others in order to achieve the goals effectively. It is also defined as the process of influencing others to achieve group goals or organizational goals(2) Effective leadership is still a long-term problem in organizations, and this is evident through the project cost exceeding the established budget, as well as exceeding the specified time, in addition to the widening of the project scope for the main stakeholders, as well as the abundance of incomplete projects, although leadership is important in the work of organizations, but it is rarely What is directly included as a factor for the quality of project implementation. However, several articles support the theory that leadership influences project performance, including Jiang's 2014 study(3) Geoghegan and Dulewicz, 2008 found that the leadership style affects the success of the project, through increasing leadership competencies that help increase the chances of project success.(4) Although leadership styles have been extensively researched, very little work has been done regarding the impact of leadership styles on project success In the field of project management, the traditional concept of how well projects are executed and how successful they are has undergone many revisions and improvements over the years. The past years that have passed Where the expertise and experience of the primary project stakeholders was the basis for developing and improving project implementation quality indicators. In the past, project success or project implementation performance was only restricted by traditional technology. Instead, the researchers investigated many other aspects of performance, such as the human aspect where projects are designed and completed by people who are involved in the entire process of project implementation and completion. Thus, project management requires not only an effective project manager but a qualified leader who can lead the working team effectively. This research will provide a clear understanding of the concept of modern leadership in projects and its active role in the quality of project implementation through managing the triple constraint of time, scope and cost. This article aims to contribute to a better understanding of the role of effective leadership in the quality of project implementation. The study also provides a detailed analysis of the topic. The article consists of a number of important components, the most important of which are the following: First: The scientific methodology of the study, which sheds light on the impact of modern leadership styles on the quality of project implementation in terms of adherence to the specified time for delivery and implementation, staying within the scope of the project within the established limits, as well as adhering to the approved budget for projects. As for the second paragraph, it was devoted to the intellectual-theoretical aspect of the leadership styles represented by

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(transformational leadership and transactional leadership), as well as focusing on the three elements of the quality of implementation of the projects studied in the Babylon Projects Department. As for the third paragraph, it is a comprehensive analysis of all the hypotheses established. Well add results

## **FIRST: THE SCIENTIFIC METHOD**

### **A. Study problem**

The main problem of the study can be formulated with the following question

Do modern leadership styles affect the quality of project implementation? From this question stems from a set of questions as follows

- .1 What is the level of awareness of the research sample of the concept of modern leadership styles?
- .2 What is the level of awareness of the sample of the quality of project implementation?
3. What is the impact of leadership styles on the quality of project implementation for the researched organization?

### **B. Objectives of the study:**

The study aims to identify the effective role played by modern leadership styles in ensuring the success of the implementation of implemented projects, as well as highlighting the extent of the impact of these styles on the triple constraint (time, cost, and scope.)

### **C. Research Assumes:**

The main hypothesis was formulated as follows to answer the questions raised in the study

There is a significant effect of modern leadership styles on the quality of project implementation

Three sub-hypotheses emerged from it, as shown below:

- .1 There is a significant effect of modern leadership styles within the scope of the project.
- .2 There is a significant effect of modern leadership styles on the cost of the project.
3. There is a significant effect of modern leadership styles at the time of the project.

## **SECOND: THE INTELLECTUAL THEORETICAL FRAMEWORK**

### **Modern leadership styles**

In general, leadership has been described as being the most important in the life of contemporary organizations, as it affects many aspects of organizational behavior, such as attitudes, learning, motivation, and the work group. Researchers indicate that leadership affects the behavior of subordinates or followers in many ways, as the leader can do many things to provide guidance from Through multiple activities for the purpose of providing information and communication, motivating followers, anticipating problems, as well as developing mutual respect among group members and coordinating activities. Management has defined it as meaning formulating a vision, developing a climate of trust within the organization, and empowering workers. The subject of leadership is the focus of academic discussions, and in this aspect most organizations try to understand How to develop the effectiveness of leadership in the long term, and hence the attempts of researchers to provide management theories to provide an explanation of complex and evolving cases to understand leadership behavior (5) There are many types of leadership patterns, and these patterns are determined by a group of situational factors that are related to the philosophy of the leaders, as well as their experience, in addition to the nature of the groups they lead, their scientific level, and the nature of the work (1) The viewpoints of many researchers have differed in developing a concept of the leadership style, due to the different propositions of the book. The leadership style was defined as "representing the actual behavioral trends that the manager chooses and works according to them within the organization." It was also defined as "a set of behavioral characteristics that the leader has when doing business and make decisions" (6) As defined by Al-Naimi, 2008, as "a set of behaviors (actions and dispositions) practiced by the leader and followers in their philosophy, experiences, personalities, and system to influence the behavior of his workers in order to reach the goals sought by the organization" (7) It is also defined as "the method or style that the leader follows in managing the organization and

the employees. Leadership styles differ according to the means of influence that the leader may resort to or adopt to direct subordinates” (8) The first studies on leadership styles date back to (White & Lippt, 1939) where he identified the autocratic leadership style, the democratic leadership style, and the free leadership style) Then the Ohio University study appeared, and so the studies continued, but today organizations are facing a turbulent and rapidly changing environment that imposes multiple demands on leaders and taking Difficult decisions, and in this case, the management of organizations assumes that leaders have flexibility and the ability to adapt. As a result, the need for new leadership patterns emerged, such as the patterns presented by Burn, 1978, which were represented by (the transformational leadership pattern and the transactional leadership pattern)

### Transformational leadership theory

This type of leadership style has been proposed by a number of prominent researchers in leadership styles such as (Burns, 1978) and (Bass, 1985), which is an advanced alternative to traditional leadership (9). Where he emphasized that one of the urgent global desires in the current era is represented in the strong need for innovative and influential leadership to replace the traditional leadership that depends on mutual benefit, and therefore it is an unstable relationship and often does not last long. Burns defined transformational leadership as "a process through which he seeks Leader and followers to promote each other to reach the highest levels of motivation and ethics. (10) This leadership mixes behavioral theories with a little trait theory. This type of leadership usually guides the transformational leader of his followers by clarifying the roles required to be exercised by them, as well as clarifying the roles required to be exercised by them, as well as the basic requirements for completing tasks. The transformational leader is usually described as a leader. It is patriarchal and is characterized by motivating followers by going beyond personal interest to achieve the public interest, as well as the transformational leader instilling confidence and commitment among his followers (2)

### Transactional Leadership Theory:

The theory of mutual leadership is based on the exchange of the process between leaders and subordinates. The mutual leader works within the culture of the existing organization in order to identify the desires and needs of subordinates, and then clarify the roles and responsibilities for the subordinates to achieve these needs and desires in return for achieving specific goals or performing specific tasks. (11) Within this context, the leader is interested in clarifying the roles of subordinates and the requirements of the tasks assigned to them, and sets the appropriate structure and the required motivation system, as well as caring for building relationships that enhance work with subordinates.(12) In this type of leadership style, the leader and the followers support each other to reach the highest level of morale and motivation (13) And (Bass), during his development of the transformational leadership theory, confirmed that there is no difference between the transformational leadership style and the transactional leadership style, and that the two transformational and transactional leaderships are linked to each other and that they largely talk to each other. However, transactional leaders encourage stability, and transformational leaders create sufficient change. (14)

The difference between transformational and transactional leaders(15)

Transformational leader	Interactive leader
Change occurs in beliefs and attitudes	A reciprocal deal is concluded for the benefit of both parties
Followers remain loyal and fulfilled in exchange for expectations that go beyond material benefit	He sees the continuation of mutual benefit in order to preserve the interests of both parties
The leader follows the performance closely and urges renewal, assuring them of love and respect	Leaders do not interfere in the work and activities of followers except when needed and necessary
The leader and his followers are interested in the challenges of the future and looking to influence and solve them	The leader and his followers take the cost-benefit criterion of meeting mutual obligations
The leader here creates a new organization and an awareness of the importance of continuing to transform for the better	The leader makes an adjustment in the reality and performance of the organizations in order to preserve their stability

Some studies indicate that there is a correlation between the transformational leadership style and the success of the project through (moral values, charming leadership, stimulating vision among employees, as well as caring for employees).

While some results indicate that there is a relationship between the transactional leadership style and the success of the project through (contingent rewards and active management by exception as well as passive management by exception) (16)

### **Quality of project implementation**

Each project has an expected level of quality for the project's outputs, and one of the biggest problems for project managers is to ensure that the quality of project implementation is achieved, because this requires alignment between project cost, time, and project scope. It is difficult to achieve this because the cost, time and scope are related to each other in terms of the effect of one on the other two. Project managers usually try to balance the three constraints to ensure quality is achieved by meeting objectives and satisfying customers (17). The role of project managers is to demonstrate their ability to influence the three constraints and then establish the necessary balance between them (18). This triangle is called the iron triangle because if there is any defect in all or any of these constraints, there will be the possibility of the emergence of risks that may affect the triple constraints and thus affect the quality of project implementation. (19)

### **Project scope**

Project scope management is one of the important functions that can affect the level of success of project management. It is also considered one of the most important functions that the project manager must perform. Therefore, failure in the project scope management process directly affects the cost of the project as well as its time, which is reflected in the level of project management. Project Quality (20) And that any changes or modifications that can occur within the scope of the project will lead to an additional cost on the total project development expenses (21) Project scope is defined as a description of the project boundaries. Where it determines through it who will complete the project and who will receive it, and it also displays who are the stakeholders associated with the project, that is, all parties. For other reasons not related to the manager, such as the lack of agreement of the stakeholders. (22) The poorly defined scope of the project has been linked to the failure of the project implementation, because if the project scope limits are not verified, the final cost of the project will witness a significant increase from what was previously determined according to the plans. (23)

### **Project cost:**

Project cost management includes all operations that include estimation, planning, budget preparation, and control of all types of costs so that the project can be completed within the approved budget. This process includes (cost estimation, budget setting, and cost control) (24) Effective management helps to avoid cost overruns according to the plan throughout the project life cycle (25) And that appropriate cost control is a vital element to ensure the success of the project, and this requires identifying the factors that may affect the cost of the project, and these factors are determined by two types, which are quantitative factors and qualitative factors. (26) Project cost management requires professional ability and experience to manage the planning process as well as control costs and analyze risks that may lead to higher costs, i.e. the process of controlling expenses and ensuring that the cost line is not exceeded (27)

### **Project Time**

The time of project implementation is usually important to the concerned parties, and with this concern, it is still rare to complete projects on time (28) Project completion time is becoming increasingly important because it often serves as a critical criterion for evaluating project performance and project organization efficiency (29) The management of project time is the process of structuring the work schedule of the employee and the institution in order to achieve the goals set before them in the best way. Important activities An appropriate work schedule is established and each stage of implementation is monitored. (30)

## **THIRD, THE PRACTICAL SIDE**

### **The first requirement: testing the measuring tool**

#### **First: Testing the structural stability of the measurement tool and its structural validity**

The test of reliability and stability is one of the most important tests that must be adopted in order for a specific measure to acquire the appropriate validity for use, which means that the measure is reliable and reliable and measures the theoretical structures it was designed for. The Cronbach's Alpha scale is one of the most important measures used to measure the stability of the questionnaire and the most famous and common among researchers in various fields of

scientific research (31), as it indicated (23) how to interpret Cronbach's Alpha values to assess the stability achieved in a specific application environment, as shown in the table ( 1).

Table (1): Stability levels according to Cronbach's Alpha value

	Cronbach's Alpha value	stability level
1	$\alpha \geq 0.9$	<b>excellent</b>
2	$\alpha \geq 0.8 < 0.9$	<b>good</b>
3	$\alpha \geq 0.7 < 0.8$	<b>acceptable</b>
4	$\alpha \geq 0.6 < 0.7$	<b>Doubtful</b>
5	$\alpha \geq 0.5 < 0.6$	<b>weak</b>
6	$\alpha < 0.5$	<b>unacceptable</b>

**Source** : Sharma, B. (2016). A focus on reliability in developmental research through Cronbach's Alpha among medical, dental and paramedical professionals. Asian Pacific Journal of Health Sciences, 3(4), P. 273

Validity means that the scale actually measures what was set to measure it, in other words, does the scale measure the phenomenon under study and not something else (31). And the types of validity used by the researcher, including Content Validity, which is a judgmental measure that depends on the exact identification of the researcher for the variables of the research topic, and this certainly depends on the volume of information that he studied regarding the subject (33), and Table (1) shows the values of the stability coefficients of the research variables and their dimensions

Table (2) Results of Cronbach's Alpha test for the search variables

	variables and dimensions	Cronbach's Alpha
the independent variable	Modern leadership styles	<b>.813</b>
	1- Transformational leadership	<b>.761</b>
	• Ethical model	.763
	Attractive driving	.773
	• Stimulation of vision	.781
	• good treatment	.743
	2- Transactional leadership	<b>.732</b>
	• Emergency rewards	.769
	• Active management by exception	.763
	• Passive management by exception	.773
depende nt variable	Quality of project implementation	<b>.742</b>
	1- Scope project	.759
	2- Project cost	.733
	3- Project time	.727

Source: SPSS V.26 output.

It is clear from Table (2) that all the values of stability coefficients for the research variables with their dimensions are within the statistically acceptable limits, which means that the scale used to measure the research items has high stability, which enables researchers to rely on the results that will be obtained to make a sound decision.

### Second: Testing the normal distribution of data:

After the researcher made sure of the data collection tool after subjecting it to a stability test, and because testing hypotheses in the current research depends on parametric statistics, which is based on a basic assumption that the data subject to analysis should be normally distributed, and if it is adopted Parametric methods for data that are not subject to a normal distribution, then the results obtained from these tests cannot be trusted (34). Although the statisticians indicated that if the researcher used a large sample compared to the research community, there is no need to worry about the natural distribution of data (34), but the researcher, out of concern for the accuracy of the research results, subjected the data obtained from the questionnaire to one of the most important Tests for the normal distribution of data, namely (Kolmogorov-Smirnov) test. If the significance of the test (sig.) is greater or equal to (0.05), then it can be said that the data is distributed normally at the mentioned level, and therefore parametric statistical analysis tools

can be used and the results can be reassured. In the event that the data is not subject to a normal distribution, the researcher will use non-parametric analysis tools. Table (3) shows the values of the normal distribution test for the research variables

Table (3) results of the Kolmogorov-Smirnov test for the search variables

	Modern leadership	Quality of project implementation
N	30	30
Test Statistic	.186	.133
Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>	.200 <sup>c,d</sup>
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.		

Source: SPSS V.26 output.

It is clear from Table (3) that the data on the variables (modern leadership styles and the quality of project implementation) are subject to a normal distribution, since the significance of the test is greater than (0.05), which makes it eligible to submit to the parametric analysis tools.

**The second requirement: the description and diagnosis of research variables**

This paragraph aims at presenting, analyzing and interpreting the results of the research sample's answers regarding the items mentioned in the questionnaire by reviewing the values of the weighted arithmetic mean, relative importance, standard deviations and coefficients of difference for each item of the research variables. And will depend on the arithmetic mean and standard deviation and the order of importance and the direction of the answer to the opinions of the sample researched according to their answers. The research relied on the five-point Likert scale in the sample's answers to the questionnaire, so the level of each variable would be between (1-5) with four levels (35), and Table (4) shows that.

Table (4) shows the weighted average and the direction of the answer		
weighted average	Answer scale	answer level
From 1 to 1.79	Totally disagree	Very weak
From 1.80 to 2.59	I do not agree	weak
From 2.60 to 3.39	neutral	middle
From 3.40 to 4.19	I agree	good
From 4.20 to 5	Totally agree	very good

**First: presenting, analyzing and interpreting the responses of the research sample regarding modern leadership styles**

The paragraphs of this variable will be dealt with by extracting the values of the weighted arithmetic mean, the relative importance and the calculated standard deviations, whether at the partial or total level, as shown in the following:

Table (5) Descriptive statistics of the variable of modern leadership styles

T	dimensions	Weighted arithmetic mean	standard deviation	Relative importance%
1	Transformational Leadership	3.74	1.05	%74
	• Ethical model	3.83	1.00	%76
	Attractive driving	3.52	0.97	%70
	• Stimulation of vision	3.58	0.85	%71
	• good treatment	3.41	0.94	%68

2	Transactional leadership	3.63	0.96	%72
	• Emergency rewards	3.81	0.95	%76
	• Active management by exception	3.87	0.91	%77
	• Passive management by exception	2.50	1.12	%50
Modern leadership styles		<b>3.69</b>	<b>0.95</b>	<b>%73</b>

Source: SPSS V.26 output.

It is clear to us from Table (5) that the variable of modern leadership styles achieved a weighted arithmetic mean (3.69), as it falls within the category of (good) and with a standard deviation of (0.95). This indicates that the organization supports modern leadership styles and their mechanisms in order to achieve the quality of project implementation. The relative importance was (73%).

1. Transformational Leadership: The dimension achieved a weighted arithmetic mean of (3.74), meaning that it falls within the category of (good), while the relative importance was (74%), while the value of the standard deviation was (1.05). From the foregoing, it is clear that the dimension is available in the research sample organization. The following is an explanation of the pillars of transformational leadership:

A- The ethical model: the dimension achieved a weighted arithmetic mean of (3.83), meaning that it falls within the category of (good), while the relative importance was (76%), while the value of the standard deviation was (1). From the foregoing, it is clear that the dimension is available in the research sample organization.

B- Attractive leadership: The dimension achieved a weighted arithmetic mean of (3.52), meaning that it falls within the (good) category, while the relative importance was (70%), while the value of the standard deviation was (0.97). From the foregoing, it is clear that the dimension is available in the research sample organization.

C - Vision Stimulation: The dimension achieved a weighted arithmetic mean of (3.58), meaning that it falls within the (good) category, while the relative importance was (71%), while the value of the standard deviation was (0.85). From the foregoing, it is clear that the dimension is available in the research sample organization.

D - Good treatment: The dimension achieved a weighted arithmetic mean of (3.41), meaning that it falls within the category of (good), while the relative importance was (68%), while the value of the standard deviation was (0.94). From the foregoing, it is clear that the dimension is available in the research sample organization.

2. Transactional Leadership: The dimension achieved a weighted arithmetic mean of (3.63), meaning that it falls within the category of (good), while the relative importance was (72%), while the value of the standard deviation was (0.96), from the results presented, it is clear to us that the dimension is available. in the research sample organization. The following is an explanation of the axes of reciprocal leadership:

A- Emergency Rewards: The dimension achieved a weighted arithmetic mean of (3.81), meaning that it falls within the category of (good), while the relative importance was (76%), while the value of the standard deviation was (0.95), from the results presented, it is clear to us that the dimension is available. in the research sample organization.

B- Active management by exception: the dimension achieved a weighted arithmetic mean of (3.87), meaning that it falls within the category of (good), while the relative importance was (77%), while the value of the standard deviation was (0.91), from the foregoing results it becomes clear to us It is clear that the dimension is available in the research sample organization.

C - Negative management through exclusion: the dimension achieved a weighted arithmetic mean of (2.50), meaning that it falls within the (weak) category, while the relative importance reached (50%), while the value of the standard deviation was (1.12), from the foregoing results it becomes clear to us It is clear that the dimension is available in the research sample organization.

## **Second: presenting, analyzing and interpreting the responses of the research sample regarding the quality of project implementation**

The paragraphs of this variable will be dealt with by extracting the values of the weighted arithmetic mean, relative importance, and standard deviations calculated, whether at the micro or macro level, as shown in the following:

Table (6) Descriptive statistics of the quality of project implementation variable

T	dimensions	Weighted arithmetic mean	standard deviation	Relative importance%
1	Project scope	3.43	1.25	68
2	Project cost	3.63	1.18	73
3	project time	3.46	1.15	69
	Quality of project implementation	3.52	1.25	71

Source: SPSS V.26 output.

It is clear to us from Table (6) that the quality of project implementation variable achieved a weighted arithmetic mean (3.52), as it falls within the category (good) and with a standard deviation (1.25). The quality of project implementation, and what reinforces this is that the relative importance amounted to (71%).

1. Scope of the project: The dimension achieved a weighted arithmetic mean of (3.43), meaning that it falls within the category of (average), while the relative importance was (68%), while the value of the standard deviation was (1.25). From the foregoing, it is clear that the respondents pay attention to the scope of the project.
2. Cost of the project: The dimension achieved a weighted arithmetic mean of (3.63), meaning that it falls within the category of (good), while the relative importance was (73%), while the value of the standard deviation was (1.18), from the results presented, it is clear to us that the dimension is available in the research sample organization.
3. Project Time: The dimension achieved a weighted arithmetic mean of (3.46), meaning that it falls within the category of (good), while the relative importance was (69%), while the value of the standard deviation was (1.15), from the foregoing results it is clear to us that there is Dimension in the research sample organization.

### The third requirement: testing hypotheses of influence between research variables

Testing the main hypothesis related to the influence relationship between modern leadership styles and the quality of project implementation

**(There is a significant effect of modern leadership styles on the quality of project implementation).**

Three sub-hypotheses emerged from it, as shown below:

- 1 . There is a significant effect of modern leadership styles within the scope of the project.
- 2 . There is a significant effect of modern leadership styles on the cost of the project.
- 3 . There is a significant effect of modern leadership styles at the time of the project.

Table (7) Estimating the simple linear regression relationship between modern leadership styles and the quality of project implementation

dependent variable \ independent variable	Quality of project implementation					
	$\beta$	R <sup>2</sup>	T	Sig.	F	Sig.
Modern leadership styles	0.85	0.75	4.51	0.000	10.33	0.000

Source: SPSS V.26 output.

It is clear from the results of Table (7) that the regression coefficient of the variable of modern leadership styles on the quality of project implementation was (0.85). (t) calculated and amounting to (4.51) significant at (0.000) level. It is also noted that modern leadership styles explain (75%) of the changes in the quality of project implementation, and the remaining (25%) are due to other variables outside the current research model. Note that the estimated model is significant in general, because the calculated (f) value of (10.33) is significant at the (0.000) level.

Accordingly, based on the foregoing, the main hypothesis is accepted.



When referring to Table (7) and for the purpose of proving the validity of the sub-hypotheses emanating from the main hypothesis, the following becomes clear:

**The first sub-hypothesis: There is a significant effect of modern leadership styles within the scope of the project.**

**Table (8) estimating the simple linear regression relationship between modern leadership styles and project scope**

sub dependent variable independent variable	Project scope					
	$\beta$	R <sup>2</sup>	T	Sig.	F	Sig.
Modern leadership styles	0.77	0.43	3.82	0.000	9.29	0.000

Source: SPSS V.26 output.

It can be seen from the table that the regression coefficient was (0.77), which means that if the variable changes by one unit, the scope of the project will increase by (77%), noting that the effect was significant, because the calculated (t) value of (3.82) is significant at the (0.000) level. The value of the determination coefficient (R<sup>2</sup>) was about (0.43), which means that the dimension explains (43%) of the changes that occur in the quality of project implementation, while the remaining (57%) is due to factors other than those included in the current model. We find that the calculated (F) value of (9.29) is significant at the level (0.000), and accordingly we note that the estimated model is significant in general. It is clear from the analysis of the results of Table (8) that the first sub-hypothesis is accepted.

**The second sub-hypothesis: There is a significant effect of modern leadership styles on the cost of the project**

**Table (9) Estimating the simple linear regression relationship between modern leadership styles and project cost**

sub dependent variable independent variable	Project cost					
	$\beta$	R <sup>2</sup>	T	Sig.	F	Sig.
Modern leadership styles	0.86-	0.73	3.33-	0.000	8.24	0.000

Source: SPSS V.26 output.

It can be seen from Table (9) that the regression coefficient was (-0.86), and this means that if the variable changes by one unit, the cost will decrease by (86%), noting that the effect was significant, because the calculated (t) value of (3.33) is significant at the level of (0.000). The value of the determination coefficient (R<sup>2</sup>) was about (0.73), and this means that the dimension explains (73%) of the changes that occur in the quality of project implementation, while the remaining percentage (27%) is due to factors other than those included in the current model. We find that the calculated (F) value of (8.24) is significant at the level of (0.000), and accordingly we note that the estimated model is significant in general. It is clear from the analysis of the results of Table (9) that the second sub-hypothesis is accepted.

**The third sub-hypothesis: There is a significant effect of modern leadership styles at the time of the project**

**Table (10) Estimating the simple linear regression relationship between modern leadership styles at the time of the project**

sub dependent variable independent variable	project time					
	$\beta$	R <sup>2</sup>	T	Sig.	F	Sig.
Modern leadership styles	0.88	0.53	3.54	0.000	6.36	0.000

Source: SPSS V.26 output.

It can be seen from Table (10) that the regression coefficient was (0.88), and this means that if the variable changes by one unit, the project time will increase by (88%), noting that the effect was significant, because the calculated (t) value of (3.54) is significant at the level (0.000). The value of the determination coefficient (R<sup>2</sup>) was about (0.53), and this means that the dimension explains (53%) of the changes that occur in the quality of project implementation, while the remaining (47%) is due to factors other than those included in the current model. We find that the calculated (F) value of (6.36) is significant at the level (0.000), and accordingly we note that the estimated model is significant in general. It is clear from the analysis of the results of Table (10) that the third sub-hypothesis is accepted.

## CONCLUSION

Through applied data, it was found that the Babel Projects Department supports and adopts modern leadership patterns and their mechanisms in order to achieve quality project implementation and thus reduce the percentage of stalled projects and increase the percentage of completed projects, as modern leadership patterns occupied a relative importance of 73%, which is a good percentage, and transformational leadership occupied the first place. In terms of relative importance, it constituted 74%, with a slight difference from the mutual leadership, whose relative importance was 72%, and this corresponds to what Bass confirmed during his development of the leadership theory. Also, these percentages indicate the strength of the two patterns in influencing subordinates. As for the quality of project implementation, it has occupied a relative importance of 71%, which is also a good percentage. The cost of the project occupied the greatest importance, as it constituted 73%. According to the results shown in Table No. (7), increasing the leadership patterns by one unit can affect the quality of project implementation by (85%), and this proves the main hypothesis is correct, and this change can affect the scope of the project by 77%, the project cost by 86%, and the project completion time by 88%, and therefore the three sub-hypotheses are accepted.

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