Article Review

Name

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Suzyanty Mohd Shokory and Nur Riza Mohd Suradi jointly authored an article which was entitled as “Transformational leadership and its impact on the extra-role performance of project team members: the mediating role of work engagement.” The article was published in the journal named “*Academy of Strategic Management Journal*” in the year 2018. The article has described that an organization’s structure can shape the roles of the project manager and project team throughout the duration of a project, through the utilization of the meditator of work engagement. The research study may have been an attempt by the authors to shed light on the importance of transformational leadership on the extra role performance of the project team members, however, it highlights the importance of the meditator of work engagement which helps the two parties to work efficiently and ensure the success of the project.

The summary of the research article is that the authors have shed light on the importance of transformational leadership on the performance of the team members of a project. The research study is specifically focused on the construction industry of Malaysia and the authors are of the view that there has not been enough research on leadership and its impacts in the construction industry. Another important point highlighted by the authors is that the previous research in the field of leadership specifically focused on the direct impact of leadership on the performance for the employees and rarely gave any importance to the psychological factors contributing to the success of the project. The purpose of this specific research study is to focus on the transformational leadership style of the manager of the project, which influences the project team members and motivate them to give the extra-role performance. Another important thing explored by the authors of the research study is that work engagement is the mediator psychological factor which provides an explanation of the relationship of the extra-role performance of the project team members and the transformational leadership of the project managers. The authors of the research study wanted to explore if the psychological factor of work engagement does affect the relationship of the transformational leadership and extra-role performance of the project team members (Shokory, & Suradi, 2018).

The research study was conducted by collecting data from thirty-nine teams in Selangor, who were associated with different contractors. The teams were also registered with the Construction Industry Development Board (CIDB). There were one hundred and ninety-five members of the project teams who participated in the research study by fulfilling the self-administered questionnaires. Hierarchical Linear Modeling (HLM) was then utilized to analyze the responses of the project team members shared through the questionnaires. In addition to it, the researchers utilized the Monte Carlo analysis, in order to examine and study the impact of the work engagement meditator on the relationship of transformational leadership projects managers and extra-role performance of the project team members. The research study utilized the multilevel modeling approach, in order to understand and analyze the impact of different transformational leadership styles of the project managers on the extra role performance of the project team members. The findings of the research study revealed the fact that the transformational leadership of the project managers significantly impacted the extra role performance of the project team members. Moreover, the psychological factor of work engagement also significantly mediated the relationship of the extra-role performance of the project team members and the transformational leadership of the project managers (Shokory, & Suradi, 2018).

The article is related to what we are learning in the course of “Managing Project Teams,” in the way that it highlights the importance of the transformational leadership in ensuring the effectiveness of the performance of the project team members. Moreover, it is also highlighting the importance of the mediating factor of work engagement in the relationship of the project managers and the project team members to ensure the success and productivity of the project. The fragmented or pyramid structure of the organization discussed in the article helped to shape the project manager and project team member roles throughout the duration of the project. The meaning and implications of the contents of the article are that the project managers should adopt the transformational leadership styles, in order to motivate the project team members to work efficiently, as well as give an extra-role performance in order to ensure the success of the project (Trees, 2017). I did not find any flaws in the article and the authors have conducted the research study as well as explained it in an elaborate manner. The article has been authored in a quite descriptive manner and there is nothing left out, which could have made it better (Shokory, & Suradi, 2018).

The authors could expand on the results by discussing its implementation to other fields of work and business, instead of keeping it limited to the construction industry of Malaysia. They could have discussed the impacts of the research in terms of the healthcare sector. The article’s information relate to my professional life in the way that being a student of business management, I have to learn the impacts and effects of project management on the performance of the team members (Fibuch, & Ahmed, 2018).

Transformational leadership has emerged as the greater source of impacting the extra role performance of the project team members. It enables them to work efficiently and ensure the progress of the project. Moreover, the work engagement meditator also plays an important role in improving the relationship of transformational leadership and the extra role performance of the project team members.

References

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