

The Effectiveness of Project Implementation Recognizing the Interaction between LMX and Charismatic Leadership Attainment

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Abstract: - The present investigation examines the effectiveness of the implementation facets of the project. This study aims to depict the operational conduct of both followers and leaders within project organizations, specifically in the context of construction companies operating in Thailand's oil and gas industries, and to explore the effectiveness of their interrelationships. The study examines the impact of charismatic leadership on citizenship behavior, project effectiveness in project organizations, and the point of project implementation. Furthermore, to enhance understanding of the role through a moderated mediation analysis of the theoretical construct within the research paradigm. The study sample comprised 450 individuals who were employed for the project. The study utilized a moderated mediation analysis to collect and analyze the data. The Leader-Member Exchange (LMX) theory provides a theoretical framework for examining the conditional effects of focal predictors at the moderator's value of LMX. The hypothesis supports the models that the effectiveness of project implementation is more robust when the story of the relationships between charismatic leadership and employees within citizenship behavior and effectiveness be mediation. The findings indicate the leader is optimistic and passionate, which makes followers want to follow and gives them challenging tasks and higher expectations. Under radical organizational change, charisma and trust in a leader are strong. However, research suggests charisma isn't simple trait leaders have. Accordingly, Leader-Member Exchange did not interact with charismatic leadership's effect on project implementation through citizenship behavior and effectiveness. Leader-Member Exchange mediates negative affectivity and performance.

Key-Words: - Moderated mediation analysis, Construction companies, Oil and gas industries, Thailand, Project organization.

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1 Introduction

Difficulties arise in the aftermath of pandemics and economic crises, [1]. Thus, the management strives to implement execution and establishes an appropriate deployment strategy. The construction firms in Thailand's oil and gas industry rely heavily on workers working together with leadership teams to accomplish construction projects more successfully. An appropriate leadership style is essential to project implementation as determined by the project manager or supervisor of a construction project. Leadership management enhances the effectiveness of project implementation. Charisma may be described as the extent to which a leader's exemplary behaviors cause followers to connect with him, [2], or the amount of faith, respect, and inspiration he instills in his followers. Individual consideration refers to a leader's ability to consider subordinates individually by delegating exciting initiatives, creating learning opportunities, and

attending to their personal needs. Intellectual stimulation encourages associates to think and reason in novel ways before acting and lets them view situations from various perspectives.

Moreover, according to, [3], although leadership actions and beliefs, follower traits, interpersonal connection characteristics, and environmental factors are significant groups of Leader-Member Exchange (LMX) antecedents, leadership variables account for the most significant amount of variation in LMX quality. One study by, [4], demonstrates that the leader-follower relationship mediates a portion of the relationship between leader-follower congruence or incongruence and follower loneliness in the workplace. In addition, LMX quality positively correlates with organizational commitment and job satisfaction but negatively affects job stress, [5]. Consequently, LMX quality has been discovered to have a crucial impact on individual performance; managers (leaders and

supervisors) can influence the performance of their staff, [6].

In this study, we will present insights on the relationship between citizenship behavior and effectiveness in project organizations and LMX, as well as how each influences the effectiveness of project implementation through various methodologies. According to, [7], a construction project may be viewed as a temporary multi-organization comprised of several project participants who labor on the project's margins. How these project participants perceive they have been handled may influence their behavior as citizens and the project's success.

Project organizations differ from permanent organizations in several specific ways that are inherent to them. In the following discussion, we use LMX and charismatic leadership as independent variables influencing the effectiveness of project implementation, which is the dependent variable. To the best of charismatic leadership, the interaction between LMX and charismatic leadership influencing citizenship behavior and effectiveness and the effectiveness of project implementation has several different perspectives, all of which have not been explored. Addressing that gap is one of the objectives of this paper.

2 Literature Review

To what extent does any positive outcome relate to the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries? Consequently, alternative methods are essential for assessing the effectiveness of a project. Developed metrics for evaluating the implementation process's point, the project's perceived value, and customer satisfaction with the end outcome. Several scholars have attempted to determine factors that lead to the effectiveness of project implementation by managers. However, a gap remains regarding the precise individual characteristics and intra-team processes contributing to effective project performance, [8]. In addition, [9], identified the main performance criteria of construction projects as financial stability, work progress, quality, health and safety, resources, client relationships, consultant relationships, management capabilities, claim and contractual disputes, subcontractor relationships, reputation, and amount of subcontracting.

Whereas, [10], point out that there is more to the effectiveness of project implementation than meeting time, cost, and quality objectives, the project management community needs to be

educated regarding this. Additionally, [11], indicated that construction time is becoming increasingly significant since it frequently acts as a critical benchmark for evaluating a project's success, and the effectiveness of project implementation in an organization is required. The point of project implementation has been widely discussed in project management literature. Most studies on project success focus on dimensions of factors influencing the effectiveness of project implementation, [12]. Achieving effectiveness in a construction project is an important goal, [13]. According to [14], monitoring, accurately monitoring, and anticipating project outcomes will be challenging. Moreover, [15], evaluated sustainable development activities in project management and maturity, considering organizational culture as a performance measure in project-driven organizations. Critical to the process is gaining a deeper understanding of the significance of developing an appropriate organizational culture in project-driven enterprises, which is necessary to enhance project managers' leadership competence.

Charism is the attribution made by subordinates who see the characteristics and behavior. As a result, they do not attribute charisma solely to personality or circumstance elements but rather to charismatic leadership between leader and followers. A leader's charisma is not a trait that outside observers can identify. Still, charismatic leadership may alter followers' attitudes toward embracing the promoted vision and what is necessary to make it a success. According to the Conger and Kanungo theory, conduct in the setting of charismatic leadership results in superior follower performance compared to a non-charismatic leadership style. The former is expected to result in improved task performance, group cohesiveness, value congruence, group consensus, and a strengthened commitment to organizational objectives. A project manager's or supervisor's leadership skills have been closely linked to successful output in project management. Thus, [16], found that the relationship between a project leader's characteristics and the project implementation's effectiveness exhibits specific positive leadership behaviors, such as shared vision, challenging the process, and enabling others to act. Followers identify with leaders who enthusiastically communicate purpose in simple ways and arouse their emotions. Thus, charismatic leadership breaks down followers' resistance to their vision by evoking emotions and expressing them simply, [17].

Moreover, task performance is detailed and depends on behavioral traits, [18]. Distribution, planning, coordinating, and overseeing are all

examples of task-related tasks. Task performance behavior is generally connected with the organizational member's technical skills and job-specific knowledge, [18]. Cognitive capacity influences task performance more than contextual performance by impacting task knowledge, skills, and routines. Management of the effectiveness of project implementation relies on many essential practices, such as level of knowledge, leaders, construction, technology, and workers. Numerous parties are involved, including the public and private sectors, as well as several processes or stages of work.

Consequently, the level of project effectiveness depends on the competencies of organizational management (financial, scope, time, resources, and quality), technical, and sponsor (managerial expertise of the respective or stakeholder parties) while considering and being aware of the associated risk management and external factors (business environment, economic situation, and political situation). Although the management effectiveness of the project in organizations. It is becoming more complicated than in the past decade. Therefore, some sophisticated approaches are necessary to deal with leadership, team building, team effectiveness, practices, and project implementation procedures, such as initiating, planning, financing, designing for approval, and implementing until completing a project, [19].

While a construction project may be viewed as a temporary, multi-organizational undertaking, their study, [20], reported that organizational citizenship behavior drives organizational effectiveness. The efficiency of initiatives through which organizational citizenship is conducted improves intra-organizational performance. Additionally, civic conduct remains a contributor to inter-organizational, [20]. Organizational citizenship behavior also enhances organizations' effectiveness so that project management becomes more cohesive, and the project team implements policies and procedures that encourage success. After several investigations into organizational citizenship behavior, [21], explored the hypothesis that individual-level leader charisma is indirectly associated with team organizational citizenship behavior via individual-level leader trust. In addition, in situations of extreme organizational transformation, the positive association between charisma and faith in a leader is robust.

Furthermore, [22], revealed that charismatic leadership had a positive relationship with leadership effectiveness and many organizational outcomes across several different types of

organizations, situations, quality levels of analysis, and organizational cultures, especially regarding productivity. In addition, [23], [24], found that charismatic leadership positively influenced followers' commitment, satisfaction, identification, and perception of fairness. In addition, another paper by [25], asserted that charisma is about trust in the leader. As mentioned, to explain the supporting hypothesis: to what extent does any positive direct effect of charismatic leadership, citizenship behavior, effectiveness, and LMX relate to the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries? As mentioned earlier, the research's reasonable summary evidence allowed for the development of the following conclusion and hypothesis:

- Hypothesis 1a: Charismatic leadership positively influences the effectiveness of the project implementation.
- Hypothesis 1b: Charismatic leadership positively influences citizenship behavior and effectiveness.
- Hypothesis 1c: Citizenship behavior and effectiveness positively influence the effectiveness of the project implementation.

In addition, to what extent does any positive outcome interact with the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries? LMX quality has been found to play an essential role in individual performance. According to [26], research has demonstrated the positive effect of leadership on team trust and performance. However, the leader's actions contradict the concepts of trust, respect, and mutual duty upon which high-quality exchanges are founded, [27]. While a superior LMX has not predicted the magnitude of performance, only high levels have, [6]. In 2005, [25], provided empirical support for the influence of transformational leadership and high-quality LMX connections on task performance and citizenship behavior. The effectiveness of followers in the current literature suggests that LMX is reasonable for workplace or site benefits, [28]. Leader-member exchange motivates subordinates, and LMX predicts outcomes.

Furthermore, LMX refers to the productive interaction between leaders and followers, which increases organizational value, productivity, competence, and efficiency. Mutual help, trust, attitudes, attention, loyalty, and respect are some of the elements of LMX. In [29], from 2009 shows that

empowerment moderately affects the relationships between LMX quality, supervisor-rated job performance, and citizenship behavior and effectiveness. As a result, LMX theory investigates the quality levels of relationships between supervisors and subordinates on the premise that leaders form varying connections with their associates, ranging from excellent to ineffective. In addition, the benefits of high-quality LMX connections included preferential treatment and increased performance-related feedback. In addition, [30], study how leaders' emotional management tactics influence the attitudes and behaviors of their subordinates in the workplace. Besides, they observed that followers' views of the leader-member exchange relationship affected vital relationships and their outcomes.

Whereas the leader's overall effectiveness is determined by the quality of their connection or LMX, and the strength of these ties can predict various outcomes, the quality of the leader's connection, or LMX, determines the leader's overall effectiveness, [31]. Consequently, LMX suggests that different relationships between leaders and their followers emerge within work units or groups. In [32], authors examine the relationship between charismatic leadership and the lower-order components of the LMX in their 2016 study. When the moderating effect of communication frequency was considered from the perspective of a follower, all of the LMX sub-factors were strongly influenced by charismatic leadership, indicating that charisma is a complex trait that not all leaders possess.

This justification predicts that organizations with high levels of LMX will have more excellent charismatic leadership and citizenship behavior and effectiveness effects on the effectiveness of the project implementation than companies with low levels of LMX. They are investigating how charismatic leadership interacts with the LMX lower-order factors: It has been demonstrated that charismatic leadership substantially influences all of the LMX sub-factors from a follower-based perspective, indicating that charisma is more than just a primary attribute that confident leaders possess. The reasonable summary evidence from the research, as previously noted, allowed for the creation of the following conclusion and assertion:

- Hypothesis 2: The level of LMX that moderated mediation through citizenship behavior and effectiveness affected the relationship between charismatic leadership and the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries.

- Hypothesis 3: The mediation through citizenship behavior and effectiveness indirectly affected the relationship between charismatic leadership and the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries.

3 Research Methodology

The study was designed with a quantitative approach to research using a deductive positivistic paradigm. The method used in this study to collect primary data was a questionnaire survey. Practically, the research aims to test hypotheses as formulated before, with the main object being a significant correlation between the model supports the hypothesis that the effectiveness of project implementation is more robust when the story of the relationships between charismatic leadership and employees within citizenship behavior and effectiveness. The investigations of interaction degree in charismatic leadership, Leader-Member Exchange, through citizenship behavior and effectiveness, predicted the scale of the effectiveness of project implementation. This research used a survey method as the main instrument for data collection; primary data was collected through questionnaires. Meanwhile, MODMED, a program to compute moderated-mediation analysis, calculates the conditional indirect effect of an independent variable upon the dependent variable through a mediating variable as conditioned by a moderating variable. The influence of the moderating variable can be assessed in terms of the path from the independent variable to the mediator and the path from the mediator to the dependent variable.

3.1 Conceptual Model

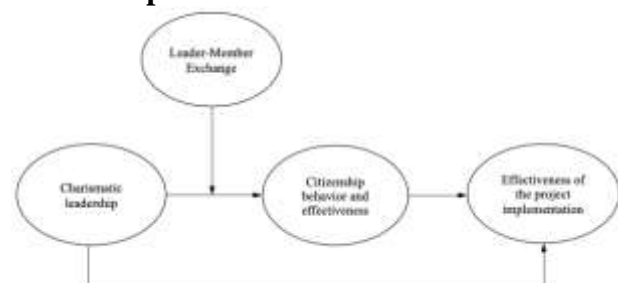


Fig. 1: Conceptual framework

The conceptual framework (Fig. 1) highlights charismatic leadership as the foundation of the effectiveness of the project implementation leadership approach. Citizenship behavior and

effectiveness are vital components of charismatic leadership and the effectiveness of project implementation contexts, as they relate to perceiving and responding to the success of project execution breakthroughs through the effectiveness of employee motivation. This study made contributions in the following areas: project performance by examining whether the effectiveness of the project implementation has a complementary effect on the potential mediator via citizenship behavior and effectiveness; and leadership by offering a moderation-mediation analysis of the possible moderating influence of the LMX in the relationship between charismatic leadership and citizenship behavior and effectiveness.

3.2 Demographic Data

The respondent's profile consists of information consistent with gender, age, marital status, education level, work experience, and position. The details of the acquired data are presented below in Table 1.

Table 1. Respondent's demographics and facilities information

Characteristics	Frequency	%
Response rate	450	100.00
Job Position		
Project Manager, Superintendent	225	50
Employees	225	50
Job Category		
Project management	225	50
Engineering and design	55	24.4
Q A & Q C	43	19.1
Supervision & Construction Control	78	34.7
Administration	25	11.1
Safety management	24	10.7
Gender		
Male	412	91.6
Female	38	8.4
Age		
18 - 30 years	70	15.6
31 – 40 years	178	39.6
41 – 50 years	165	36.6
Over 50 years	37	8.2
Period of working on the current project		
Less than 3 months	4	.8
≥ 3 months < 6 months	5	1.0
≥ 6 months < 12 months	27	6.1
≥12 months < 18 months	36	8.1
≥18 months < 24 months	45	9.9
≥ 24months	333	74.1

3.3 Data Collection

The sample population comprised 450 employees. All participants work as members of project management teams for oil and gas construction businesses in Thailand. The subordinates are employees, and the construction project involves their tasks.

3.4 Research Instrumentation

The study applied measurement adapted from the previous studies to measure the variable used on a five-point Likert scale. The variables do operationalize each dimension. The instrument was adapted primarily by Slevin and Pinto [33], to measure the effectiveness of the project implementation; the reliability of $.86 < \alpha < .98$ consists of measurement instruments of 30 items to apply for measuring the model aspects of ten dimensions that are, in conclusion, the following: 1) Project Mission, 2) Top Management Support, 3) Project Schedule/Plan, 4) Client Consultation, 5) Personnel, 6) Technical Tasks, 7) Client Acceptance, 8) Monitoring and Feedback, 9) Communication and 10) Trouble-Shooting. In addition, the measurement scale of citizenship behavior and effectiveness consist of helping behaviors, project loyalty, project-based compliance, individual initiative, and relationship maintenance. Were adapted mainly from Braun, et al. [34], composed of the questions of 20 items having a Cronbach's $.68 < \alpha < .88$. Furthermore, the measurement scale of the LMX, adapted from Graen and Uhl-Bien [35], has been identified as the preferred instrument to measure the perceived level of respect, trust, and obligation, that is, dimensions of LMX, between a leader and a member. It consists of seven question items that illustrate the reliability of Cronbach's $.73 < \alpha < .86$. Last, the Conger-Kanungo Scale (CKS) adaptive from Conger and Kanungo [36], assessed charismatic leadership behavior; it consists of the 5 CKS subscales and questions (15 items) and showed Cronbach's $.75 < \alpha < .87$, which means that the constructs have validity and adequate internal consistency estimates, [37]. Therefore, this is a summary of the instruments used in the study.

3.5 Measurement

All p-values related to loading values are less than or equal to .05 and statistically significant. Moreover, each value factor loading is greater than 0.60, [38]. In addition, all the value scales of the extracted average variance (AVE) of twenty-seven items are more significant than 0.5. Consequently,

these outcomes constitute an acceptable criterion. It is claimed that these 27 elements characterize the structure of the instrument survey the best. In the exploratory study, each Cronbach's alpha purity and dependability were 0.70 or 0.60, and the composite reliability (CR) ranged between 0.903 and 0.978, as indicated in Table 2. This analysis found that all factors produced dependability scale values above the acceptable threshold of 0.70, as shown in Table 2.

3.6 Data Analysis

We adopted the moderated mediation analysis procedures outlined by [39], to test the proposed moderated mediation effect. With the SPSS MODMED macro, we provided information about which variables in the model to be estimated function as the independent variables, the mediator, the outcome, and the moderator in the desired analysis. In the present study, charismatic leadership was the independent variable, citizenship behavior, and effectiveness were the mediators, the effectiveness of the project implementation was the outcome, and Leader-Member Exchange was the moderator. Independent regression analyses were performed with the SPSS MODMED macro. Following the recommendation of [40], the variables were centered before the computations. The results are shown in Table 4, Table 5, and Table 6.

On every factor, a descriptive investigation was conducted. The strength of linear relationships between relevant data pairs was measured using Pearson correlation coefficients. The Bonferroni technique corrects the P-value for multiple comparisons and numerous correlations[41]. In addition, the assumptions were tested using a moderated-mediation analysis from Model 7 as part of the conceptual framework data analysis implementation and which was adapted from Preacher and colleagues' code for a single mediator, [42], diagram drawing based on the original PROCESS diagrams in the documentation for his prior and most recent versions of his SPSS PROCESS macro.

Table 2. Convergent validity: Standardized Factor Loading (λ), The variance due to the measurement error ($Var.(\delta)$), Composite Reliability (CR), Average Variance Extracted (AVE)

Constructs	Items	λ	λ^2	$Var.(\delta)$	AVE	CR
F1	(CLS)	CLS1	.789	.623	.377	.695 .919
		CLS2	.751	.564	.436	
		CLS3	.871	.759	.241	
		CLS4	.869	.755	.245	
		CLS5	.879	.773	.227	
F3	(CBE)	CBE1	.745	.555	.445	.653 .903
		CBE2	.859	.738	.262	
		CBE3	.880	.774	.226	
		CBE4	.849	.721	.279	
		CBE5	.689	.475	.525	
F4	(LMX)	LMX1	.768	.590	.410	.629 .922
		LMX2	.750	.563	.438	
		LMX3	.788	.621	.379	
		LMX4	.845	.714	.286	
		LMX5	.868	.753	.247	
		LMX6	.793	.629	.371	
		LMX7	.731	.534	.466	
F5	(EPI)	EPI1	.891	.794	.206	.817 .978
		EPI2	.938	.880	.120	
		EPI3	.872	.760	.240	
		EPI4	.889	.790	.210	
		EPI5	.862	.743	.257	
		EPI6	.877	.769	.231	
		EPI7	.873	.762	.238	
		EPI8	.912	.832	.168	
		EPI9	.989	.978	.022	
		EPI10	.927	.859	.141	

4 Research Results

4.1 Descriptive Statistics Results

Table 3 presents the scale reliability, means, and standard deviations for each scale and interscale correlations for all variables. Table 2 reveals that there are substantial correlations among the independent variables. Charismatic leadership is significantly correlated with citizenship behavior and effectiveness ($r = .761$) and the effectiveness of the project implementation ($r = .748$); citizenship behavior and effectiveness and the effectiveness of the project implementation are significantly correlated ($r = .822$). However, all the normal

distribution validates the tests of the sample groups, and normal distribution indices, skewness, and kurtosis scale confirmed the principle of gathered responsiveness. The suggested acceptance criteria are that the skewness scales should be kept at -3 to 3, as stated by Stuart and Ord [43]. The collected data comes from 450 respondents, a sizeable sample. The testing supports and confirms the consistency of the principal normal distribution criterion. The results indicated that the skewness scales varied from -.148 to -.676, while the kurtosis scale ranged from -.020 to -1.137. Consequently, based on the normal distribution principle of the sample group, the findings indicated that it met the requirements, which means that the problems due to multicollinearity are minimal in the present study.

4.2 Measurement Model

Table 4, Table 5, Table 6, Table 7, and Fig. 2 show the results of a moderated-mediation evaluation of the research questions to see if the answers supported hypotheses H1a, H1b, H1c, H2, and H3. Assessment of Coefficient of Determination (R^2): [44], suggests that the value of R^2 implies that 0.75 is considered substantial, 0.50 is moderate, and 0.25 is regarded as a weak coefficient in determining the predictive accuracy of a research model. As shown in Table 4, the exogenous latent variables indicated that 58.10% of the CBE variance in the conceptual model is considered to be moderate.

Considering the outcome variable CBE, Table 4 demonstrates that CLS directly affects CBE with an influence coefficient of 0.759 and a p-value of .000. On the other hand, the direct impact of LMX on the CBE coefficient level is statistically insignificant, with an influence coefficient of -.036. In the same way, the interaction between the CLS and LMX variables has an effective coefficient of -.025 on EPI, which is not statistically significant.

Taking into account the outcome of a model summary of interactions: According to Table 5, the LMX was classified into three classes (high, medium, and low). In the conditional table, the

LMX values are the mean and \pm SD from the mean. Fig. 3 contains data for showing the conditional effect of the focal predictors.

Thus, Fig. 3 depicts the conditional effects of the focal predictors CLS at the moderator's values of the low LMX group being somewhat more than those of the high LMX group. The interaction between CLS and LMX and the suggested link between CLS and CBE did not alter significantly when the LMX was separated into three groups (high, medium, and low, based on \pm 1SD). The group with low LMX was more susceptible to the effects of CLS on CBE than the group with high LMX.

Table 3. Descriptive Statistics, Correlations, and Scale Reliabilities for Variables

Variable	α	M	SD	Skewness	Kurtosis	LMX	EPI	CLS	CBE
LMX	.928	4.138	.655	-.148	-1.137	1	-.063	-.027	-.069
EPI	.959	4.327	.549	-.676	-.106	-.063	1	.748**	.822**
CLS	.799	4.138	.481	-.301	-.355	-.027	.748**	1	.761**
CBE	.842	4.346	.480	-.636	-.020	-.069	.822**	.761**	1

N=450, **Correlation is significant at the 0.01 level (2-tailed).

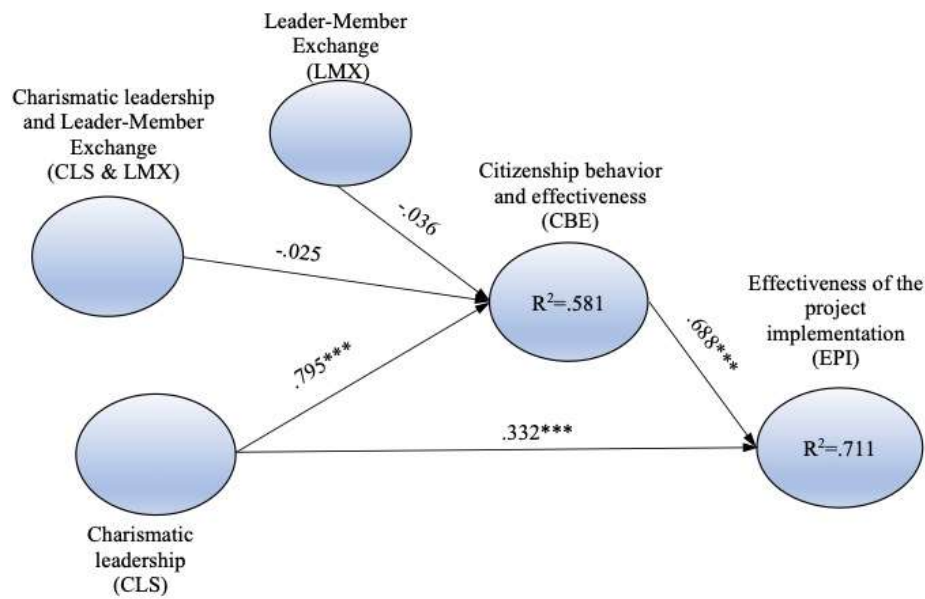


Fig. 2: Statistical Diagram: Illustration of analysis results of the interaction effects of a moderated-mediation analysis

Significance level: * P -value < 0.05, ** p -value < 0.01, *** p -value < 0.001

Table 4. Result for a model summary of outcome variable of CBE, CLS, LMX

Mode Summary							
	R	R ²	MSE	F	df1	df2	p
	.762	.581	.097	206.213	3.000	446.000	.000***
Model							
	Coeff	se	t	p	LLCI	ULCI	
Constant	4.346	.015	295.450	.000***	4.317	4.375	
CLS→CBE	.759	.031	24.741	.000***	.669	.819	
LMX→CBE	-.036	.022	-1.592	.112	-.080	.008	
CLS*LMX→CBE	-.025	.049	-.509	.611	-.120	.071	

Table 5. Result for a model summary of the conditional effect of the focal predictors: CLS*LMX→CBE

Conditioning Values	CLS	LMX	CBE
LOW	-.481	-.655	.3996
	.000	-.655	4.369
	.481	-.655	4.742
MED	-.481	.000	3.981
	.000	.000	4.346
	.481	.000	4.711
HIGH	-.481	.655	3.965
	.000	.655	4.323
	.481	.655	4.680

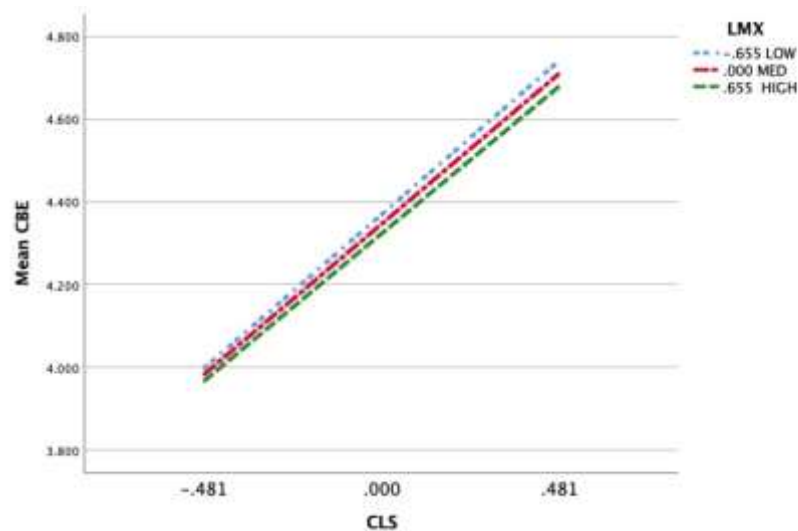


Fig. 3: Illustration conditional effect of the focal predictors of graph analysis results of CBE, CLS, LMX by Moderated-mediation analysis

Table 6. Result for a model summary of outcome variable of CBE, CLS, EPI, and CLS by CBE interaction

Mode Summary						
	R	R ²	MS E	F	df1	df2
	.843	.711	.088	550.1 72	2.0 00	447.0 00
Model						
	Coe ff	se	t	p	LLCI	ULCI
Constan t	1.33 7	.195	6.845	.000***	.953	1.721
CLS→E PI	.332	.045	7.413	.000***	.244	.420
CBE→E PI	.688	.045	15.35 3	.000***	.600	.776
Test (S) of CLS by CBE interaction						
	F	df1	df2	p		
CLS*C BE	4.25 6	1.000	446.0 00	.040*		

Table 7. Result for the summary of hypothesis testing for the theoretical model: Direct effects on the conceptual model

Hypothesis No.	Results
Hypothesis 1a: Charismatic leadership positively influences the effectiveness of the project implementation.	Accepted
Hypothesis 1b: Charismatic leadership positively influences citizenship behavior and effectiveness.	Accepted
Hypothesis 1c: Citizenship behavior and effectiveness positively influence the effectiveness of the project implementation.	Accepted
Hypothesis 2: The level of LMX that moderated mediation through citizenship behavior and effectiveness affected the relationship between charismatic leadership and the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries.	Rejected
Hypothesis 3: The mediation through citizenship behavior and effectiveness indirectly affected the relationship between charismatic leadership and the effectiveness of project implementation in the construction companies of Thailand's oil and gas industries.	Accepted

The results, as mentioned above, led to the testing of the hypothesis and to explaining the supporting hypotheses 1a, 1b, and 1c about the extent to which CLS and CBE have a direct beneficial influence on EPI in the construction businesses of oil and gas sectors (Table 7). In addition, as a result of the preceding, the results of the hypothesis testing explain the supporting hypothesis: the degree of LMX interaction between CLS and CBE is more robust when the level of LMX is distinct. Table 7 displays the outcomes.

Considering the outcome variable EPI: Table 6 illustrates that the coefficient of determination (R^2) evaluation is comprehensive as the exogenous latent variables explain 71.10 percent of the variation of the outcome variable EPI in the conceptual model. In addition, the data showed that CLS had a direct impact on EPI, as evidenced by an influence coefficient of .332 that was statistically significant at the .000 level. Similarly, the CBE has a statistically significant impact value of .688 on EPI ($p < 0.001$).

As a consequence of the above, considering the result for a model summary of the outcome variable of conditional indirect effects of CLSs on EPI via CBE, as Table 6 illustrates, the test of CLS by CBE interaction had an indirect impact on EPI, as evidenced by the statistically significant test at the .040 level. These reasons led to supporting the testing results of the hypothesis and explaining the supporting hypothesis presented in Table 7.

5 Conclusion

5.1 Discussion

The findings demonstrated that the conceptual framework substantially influenced individual leaders' effectiveness in project implementation. One of the things that each component affects is how it shows that the leader is optimistic and passionate, which makes followers want to follow and gives them challenging tasks and higher expectations. At the same time, the results revealed a strong positive effect on individual leaders' and subordinates' citizenship behavior effectiveness. Consequently, the indicates evidence for latent variables associated with the path coefficients of the components (β -Value) .795, with a significant (P -value $< .001$). Enhanced superiors supported novel viewpoint results of previous studies that indicate that individual leader-level Charisma is directly tied to the work team through individual-level assisting behaviors, project loyalty, project-based compliance, individual initiative, and

relationship maintenance in the leader studies researched by [21].

Next, the result distinctive assesses good citizenship's impact on project implementation. Therefore, the structural equation model results show a link between charismatic leadership and citizenship behavior effectiveness with the path coefficients of the components (β -Value) is .688, with a significant (P -value $< .001$). However, paradoxically, the dispute about charismatic leadership's favorable benefits on organizational outcomes highlights their importance, [16], [17], [21], [25].

In contrast, results, as researched and postulated with Leader-Member Exchange, moderated charismatic leadership and citizenship behavior at the workplace or construction site. High-quality Leader-Member Exchange interaction depends on charismatic leadership and effective citizenship behavior. When Leader-Member Exchange is distinct, charismatic leadership and citizenship behavior effectiveness interact strongly. Thus, [29] mentions that charisma isn't simple trait leaders have. Based on this logic, Leader-Member Exchange did not moderate charismatic leadership's effect on project implementation through citizenship behavior and effectiveness. Leader-Member Exchange mediates negative affectivity and performance [6], [25]. Hence, the quality of a leader's relationship with subordinates predicts different outcomes, as do the results of earlier research, [29], [30].

In addition, the findings reveal a mediated, indirect effect on the effectiveness of project implementation. Charismatic leadership improves subordinate performance. This led to better task performance, group cohesion, value unity, consensus, and organizational goal commitment. Statistically significant latent construct variables are supported.

Lastly, the findings reveal a mediated, indirect effect on the effectiveness of project implementation. Charismatic leadership improves subordinate performance. This led to better task performance, group cohesion, value unity, consensus, and organizational goal commitment. Statistically significant latent construct variables are supported.

5.2 Theoretical Implications

Research has consequences. First, this study's results are consistent with others. Charisma and positive relationships are linked in studies. The results show the theoretical implication is adequate. The result confirmed earlier research. Charismatic

leadership includes environmental awareness, member sensitivity, strategic vision, personal risk-taking, and unusual conduct. Thus, the factors mentioned above affect citizenship behavior. Defending the project against external criticism showed project loyalty. Project-based compliance followed all project rules and instructions and contractual obligations. An individual's initiative is also based on whether they contribute their ideas to operational project work, even if it's not required. The last element, relationship maintenance, quantifies the need to retain communication with certain external project personnel even after we are no longer involved in the same project.

Finally, charismatic leadership, citizenship behavior, and effectiveness validated the results and promoted project execution. Support improved project implementation. The mission's clarity and comprehensiveness are assessed if subordinates understand the project's essential aims. "Top management support" means upper management understands project needs (money, time, workforce, and equipment). A project plan or schedule outlines project steps. A clear project plan with timelines, milestones, personnel, and equipment needs measures success. Client consultation emphasizes communication, consultation, active listening, and project users' needs. The staff recruits, selects, and trains project team members with acceptable technical and management skills; technical tasks seek the necessary technology to complete specific tasks (equipment, training programs). Networks and data benefit all project actors. How well project team members, other impacted groups, and upper management understand policy or procedure changes. Troubleshooting means addressing "problem areas" and proposing solutions to unanticipated crises and project deviations. The positive outcomes conceptual framework aids project implementation.

5.3 Practical Implications

First, managerial deployment in implementing charismatic leaders' policies and project implementation effectiveness was critical to performance in various businesses. Relationships between leaders and followers that clash over policy are essential to the success of initiatives and the performance of an organization.

The second is the vision of a desirable and attainable future state; the charismatic leader must communicate this vision to stimulate the followers, other members of the project, and the wider public community. Entrepreneurship should be enhanced, seize new opportunities to achieve goals, and

provide inspiring strategic and organizational goals. Inspirational: Able to motivate by articulating the importance of corporate members' actions effectively.

5.4 Research limitations

All policymakers who use study results should note this. Cross-sectional data show causality. Only oil and gas-related construction projects were considered construction businesses.

5.5 Future Research

The paradigm is a composite of charismatic leadership, giving a moderation-mediation analysis of the Leader-Member Exchange, Citizenship Behavior Effectiveness, and the Effectiveness of Project Implementation. It contributes to the organization industry, from construction companies to oil and gas industries. Academic research is insufficient for investors, consultants, and practitioners. Due to the insufficiency of this study, future research may find it challenging to identify exogenous and endogenous variables that lead to comprehensive implementation.

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