MANAGEMENT AND TEAM PERFORMANCE: AN APPLIED TRANSFORMATIONAL LEADERSHIP PERSPECTIVE

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Team management is having an increasing impact on project performance in addition to overall organizational performance. To provide a performance-enhancing environment , many organizations are transitioning toward a team-oriented structure. Employee empowerment, employee motivation, and leadership have become critical in this context (Hickson, 2015). Many authors who conducted studies on project management leadership have commendably fixated on the characteristics of project managers and their actions (Cicmil et al., 2009), while a few authors have investigated its impacts relying on recent team leadership theories (Clarke, 2012). Leadership is a critical element of organizational performance as well as at the project team level (Ammeter & Dukerich, 2002; Nicolaides et al., 2014). Leadership and employee empowerment have become critical for increasing team effectiveness (Pearce, 2007). However, neither project studies nor leadership research has given project leadership the attention it deserves (Müller et al., 2018). In project management, several scholars' such as Ika (2009) concentrate on the use of tools and techniques. Though, many authors such as Meredith et al. (2017) have written about it in recent years and highlighted that the leadership factor is considered important in the conduct of projects. For many years, transformational leadership has been a subject of great attention among scholars. As a result, there is a significant body of research on the impact of this leadership style on the efficacy and success of organizations.

Leadership is a fundamental aspect of project management that can greatly impact its success. Effective leaders can empower and stimulate their employees, creating a culture of motivation and engagement that leads to improved efficiency and effectiveness. Empowering employees involves giving them the authority and resources they need to take ownership of their work and make decisions that impact the project. This can help to increase their sense of autonomy and accountability, as well as their commitment to the project and the organization. By stimulating employees,

leaders can inspire them to be creative, innovative, and willing to take on novel challenges. This can lead to improved problem-solving and decision-making abilities, as well as increased productivity and performance. A common characteristic among the many definitions of leadership that have emerged is that a leader is someone who possesses the capability to inspire others and guide them toward achieving a specific objective (Seeman, 1960). These theories depict leaders as possessing certain innate traits such as cleverness, honesty, confidence, sociability, thoroughness, creativity, and fair decision-making. Semi-structured interviews with international corporate leaders were used in a study by Subrahmanyam and Ribeiro (2022) to evaluate the difficulties in developing intercultural competencies. The authors held the view that globalization is a phenomenon of revolutionary change that has an immediate and profound impact on businesses, leaders, and people. Due to the increased complexity of the job of the global business leader, Fortune 500 organizations are finding it difficult to meet these objectives. As a solution to this issue, a unique method for creating global corporate leaders through the development of multicultural competencies.

Once global corporate executives are highly multicultural, they can pass on their knowledge to the next generations of leaders through a variety of strategies and tactics that have shown them to be adept at negotiating the world of international business. In today's globalized business environment, the role of a leader has become crucial in attaining a competitive advantage for any company. Competency management is a tool thatenhances organizational flexibility by integrating human resource management as the key factor in creating competitive advantages. This strategy promotes program s for training and development, which helps to enhance human capital management and boosts productivity and competitiveness.Using Moustaka's phenomenological study method, Subrahmanyam (2019) observed the practices of business leaders who have recognized them as vital for their enhancement into global leaders. Transformational leadership is a valuable asset for companies and can be evaluated by the impact a leader has on their subordinates. Leaders with transformational qualities can effect change by emphasizing the prominence and worth of achieving outcomes after completing allocated tasks. Additionally, they inspire followers to go beyond their interests by sponsoring the organization's aims. This fosters confidence and respect from team members, motivating them to exceed their original expectations.

Transformational leadership theory focuses on personal development, mutual trust, and clear communication within a work group to achieve long-term goals. This theory regards the leader as an inspiring figure for his or her followers because he or

she can effectively articulate a clear vision and goals for the team fellows. Transformational leadership is characterized by a focus on individual development and reciprocal confidence within a team, with an emphasis on achieving long-term goals (Bass & Steidlmeier, 1999). In this type, managers engage in ongoing and open communication with the workgroup. Reduced communication or its lack among a team can lead to project failure, as team members may become isolated and disconnected, creating a negative atmosphere that hinders project success. Moreover, project managers may experience time constraints, especially with regard to documenting work and implementing effective project management practices. Effective project managers with strong knowledge can enhance project objectives by facilitating teamwork , where different perceptions and strategies are collectively shaped to achieve common goals. This perspective is rooted in organizational theory, which views leadership as a dynamic process of collaborating impact among team members, where the aim is to exert effort together toward achieving both group and organizational goals. The impact of factors guiding corporate leaders in choosing the decision-making competencies to be used and the impact of these competencies on business performance was examined by Subrahmanyam (2018). The research underlined the importance of giving people chances to participate in events that allow them to formally and informally practice their profession. If new corporate leaders are placed in positions that gradually enhance responsibility for the care and safety of others according to their degree of competency, such experiences may be quite successful.

The potential for enhancing future judgments is increased when opportunities are provided for reviewing the learning obtained from an experience and determining how this learning has not been assimilated or accommodated. Mansoor et al. (2021) studied the mediating role of green transformational leadership in enhancing employee stimulation and creativity. A quantitative approach was used. The findings reveal that transformational managers increase employee stimulation and green creativity. Hoch (2013) found that transformational leadership encourages team members to unite around a common vision, fostering enthusiasm, cooperative commitment, unity, shared values, and confidence. Carson et al. (2007) found that leadership is crucial when the team has poor internal dynamics and lacks independence since it increases employee stimulation.Webb (2007) examined the influences of a leader's behavior on the motivational level of employees. The author found that a leader's behavior greatly impacts employee motivation and engagement.

The self-determination theory postulates that an individual's motivation is contingent upon their level of self-determination (Deci & Richard, 2004). If this self-determination is rooted in internal stimuli, it leads to intrinsic motivation. Conversely, when self-determination relies on external stimuli like rewards or punishments, it manifests as extrinsic motivation. Proficient leaders , well-versed in motivating employees, grasp the internal motivational framework and endeavor to address their employees' three fundamental needs. The first is the requirement for autonomy, which pertains to the desire to be the initiator or instigator of one's own actions. The second is the necessity for competence, which relates to the aspiration to exhibit proficiency and capability in carrying out tasks of varying levels of complexity. The third is the need for social belonging, encompassing the yearning to be linked and nurtured by interpersonal connections. Equally crucial is the manager's role in cultivating a nurturing atmosphere, and fostering employees' freedom of expression, proactivity, and mutual respect. Encouraging transparent communication is paramount, particularly concerning individual roles and objectives. Moreover, the manager's ethical communication is imperative. This facilitates the establishment of ethicalguidelines, consequently enhancing individual accountability and autonomy among employees.

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