

A STUDY OF THE INFLUENCE OF PROJECT MANAGER’S LEADERSHIP STYLES ON EFFECTIVE PROJECT MANAGEMENT IN THE IT INDUSTRY: A BLACK AND MOUTON MANAGERIAL GRID PERSPECTIVE

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ABSTRACT

Using the Black and Mouton Managerial Grid viewpoint, this study investigates the impact of project managers' leadership styles on efficient project management in the IT sector. The project managers and team members in the IT business were the subjects of in-depth interviews and other forms of observation as part of the study's qualitative research technique. The study specifically defines four leadership philosophies, namely, team management, country club management, middle-of-the-road management, and impoverished management, and how these philosophies affect efficient project management. According to the research, project managers that use a team management approach are more likely to provide successful project management results. This leadership style, which is linked to high levels of performance and satisfaction, emphasizes a great concern for the people and the work. Project managers need to comprehend their leadership styles and how they affect the efficiency of project management, according to the study's findings. Project managers can utilize the Black and Mouton Managerial Grid perspective as a valuable framework to assess their leadership styles and make the required changes to improve project management performance.

Keywords: Team Management, Country Club Management, Middle-Of-The-Road Management, Impoverished Management

Introduction

IT organisations are in dire need of cutting-edge concepts and tools to improve project performance in the modern business era. Because of the tight competition and constantly shifting economic climate, it is crucial for IT firms to confirm the client's expectations and respond in the most effective and professional way possible. The IT industry faces a serious difficulty in managing its clients, and to do this, they need effective coordination and employee support. Any project that the organisation undertakes must be managed well to be successful. It requires careful organisation, planning, and resource management. Projects and organisations can reach exact goals and objectives within a set period with the aid of effective project management. Organisations can benefit from well-managed projects since they can be finished with the necessary time, money, and personnel. Proper project management can help decrease risk, boost productivity, and improve quality while satisfying stakeholders. (Kissi, 2009 , Koch , Bendixen, 2005). Project management is an essential component of every organisation and calls for strong leadership and strategic plans. To successfully plan, organise, lead, regulate, communicate, and finish a project, a project manager is essential.

Project managers' responsibilities were constrained in the early days, and technical aptitude was a crucial consideration when hiring. However, project management ideas and practises have changed over time, focusing on behavioural factors with a strong emphasis on the managerial and leadership abilities of the project supervisor or manager.

Today it is expected that the project manager’s role has evolved, and the major focus is on the behavioural aspects with technical skills with significant business skills. Kerzner (2000) in his book, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* emphasises project planning, scheduling, resource management, risk management, and project control. He validates the key role of technical aspects. Conversely, according to Medley, Larochelle (1995) with the technical aspects they consider the impact of organizational

culture, team dynamics, and stakeholder management on project success. The School of Business and Economics at Cambridge University performed study on the value of leadership, strategic thinking, and communication in project management. They determined three key elements needed for the projects' successful execution. They contend that the organisational context, the surrounding environment, and the technical underpinnings are what make initiatives successful. The significance of both task-related actions and the leader's connections with their followers is shown by the various definitions of leadership. It implies that effective leadership involves both the capacity to direct and guide duties as well as the capacity to cultivate wholesome connections with subordinates to inspire them to achieve their objectives. It is the process of influencing and guiding people's conduct towards the accomplishment of a shared objective or vision. A leader is someone who has the capacity to direct, motivate, and inspire others to realise their full potential and contribute to a common goal. Setting goals, effectively communicating with others, making decisions, cultivating relationships, inspiring and motivating others, and adapting to changing circumstances are all part of good leadership. Yukl (2013). Different leadership styles may be effective depending on the specific situation and the needs of the followers or group being led. Northouse, (2019). However, there is a widespread belief that project managers' primary duties are to perform managerial tasks rather than to demonstrate leadership abilities. In times of crisis, the project manager's capacity to exercise leadership and bring out the best in the team working on the project is put to the test. As projects get increasingly complicated in nature, the need for leadership within the profession becomes more urgent. This study report made an effort to determine the impact of leadership style on the efficiency of project management. The Robert Blake and Jane Mouton leadership model, which evaluates the leadership behaviour and style required of project managers, is the one that the researchers use to determine the most effective leadership style.

The managerial grid is expanded upon by the Black and Mouton Leadership Theory, which also incorporates a more relational and collaborative style of leadership.

The managerial grid evaluates leadership based on two dimensions: concern for production and concern for people. The model plots leadership behaviour on a 9-point grid that ranges from a "1,1" style (low concern for production and low concern for people) to a "9,9" style (high concern for production and high concern for people). The model also identifies five primary leadership styles:

Impoverished Management (1,1): Leaders with this style have low concern for both production and people. They typically exert minimal effort and are not interested in developing positive relationships with their followers.

Country Club Management (1,9): Leaders with this style have a high concern for people, but a low concern for production. They focus on developing positive relationships with their followers but may neglect productivity.

Authority-Compliance Management (9,1): Leaders with this style have a high concern for production, but a low concern for people. They prioritize achieving results and meeting goals but may disregard the needs and concerns of their followers.

Middle-of-the-Road Management (5,5): Leaders with this style have moderate concern for both production and people. They aim to balance productivity with building positive relationships with their followers.

Team Management (9,9): Leaders with this style have a high concern for both production and people. They prioritize achieving results while also developing positive relationships with their followers.

The managerial grid is expanded upon by the Black and Mountain Leadership Theory, which emphasises the value of teamwork and relationship-building in unsuccessful leadership. According to the notion, effective leaders must establish solid, respect- and trust-based relationships with their followers since leadership is a collaborative process that involves both leaders and followers.

Literature Review

Leadership

Over time, the idea of leadership changed. The researchers and psychologists investigated many strategies. In several fields, the term "leadership" exposes various interpretations. Every area of our life involves leadership, including businesses, political parties, educational institutions, religious institutions, social networks, volunteer organisations, careers requiring uniforms, and the like Avolio , Yammarino (2013) underline the significance of good leadership development in a world that is complicated and changing quickly. He stated that good outcomes require a multilayer approach to leadership development that takes into account the person, team, organisational, and societal levels of analysis. Additionally, interpersonal skills and the significance of developing ethical

leaders are equally crucial to the success of an organisation as other organisational factors. Many researchers argue that leaders are born / maids. Day , Harrison (2007) explained that leadership competencies can be developed in different stages. He mentioned the five stages: (1) self-awareness (2) leader identity (3) leader competency (4) team and organizational leadership and (5) societal leadership. It is essential to study the different styles and their impact on organizational performance. Goleman, (2000) argues that effective leaders can adapt their leadership style to different situations and the needs of their followers. Goleman identifies six leadership styles: coercive, authoritative, affiliates, democratic, pacesetter, and coaching. He discusses the strengths and limitations of each style. However, each style is unique and may be appropriate in different situations. McCauley Velsor (2010) explained the role of leadership in different organizational settings. Effective leadership depends on the interaction between the characteristics of the leader, the characteristics of the followers, and the situational context Vroom, Jago (2007). Skills and behaviours required for effective leadership, such as communication, motivation, decision-making, and problem-solving skills get the willing support from the followers Yukl (2012).

Over time, the emphasis placed on leadership evolved. It offers many viewpoints. The various perspectives and nuances of leadership styles were addressed by Black and Mouton's Leadership Theory. Higher performance results relate to a balanced leadership style. (Howell Dorfman (1986). The wellbeing of the workforce is impacted by the leadership style used by the boss. Higher levels of employee well-being are correlated with a leadership style, especially when perceived organisational support is high. Huang, Chen, (2019).

Project Management

This is described as "applying the knowledge, skills, tools, and techniques to project activities to meet project requirements" by the top project management institute. The relationship between organisational culture and the type of leadership is crucial to a project's success. The project manager is crucial to the effective conclusion of the project and its long-term viability. In the context of organisations, organisational culture is essentially made up of the values, beliefs, and behaviour of the personnel. The elements that affect project performance or the causes of the large number of problematic projects may be sought after by leaders. They can be connected to the nature of the work or the cooperation of the project participants' workers. Project Orientation and/or People Orientation are the major contributors.

Preferred Leadership Qualities for Project Manager

Project managers speak for the project as a leader. Visionary leaders may help their team realise that they are the true foundation of the project and can give them the freedom to live out the vision on their own. The value of a project's completion is greatly influenced by the project manager's communication abilities. Clear communication on objectives, accountability, performance, expectations, and feedback is essential for project leadership. There is a lot of value there. To ensure the success of the team and the project, the leader must be able to persuasively persuade when necessary and negotiate effectively. The manager needs the team members' unwavering backing if they are to give him or her their entire support. Project managers must comprehend the team members' emotions and empathise with them. When a team member praises their project manager for acknowledging and supporting actions even outside the project setting, the leader has empathy. The ability of the project manager to challenge, inspire, enable, model, and motivate the team members can have an impact on the project's success. It depends on your ability and knowledge. Project managers who are capable can foster a sense of trust and teamwork. Have faith in others. The project manager can check and control the team's work through appropriate delegation and determine how to encourage additional participation.

Research Gap analysis

Lack of empirical data on Black and Mouton's Managerial Grid's efficacy in the context of the IT business may be the research gap in this study. The managerial grid theory has been widely applied in many areas, including project management, but its applicability and efficacy in the context of the IT industry have not received enough attention. Lack of knowledge regarding the connection between the project manager's leadership style and efficient project management is another potential study void. While several studies have looked at this relationship, more research is needed because the IT sector has certain traits that call for a particular leadership style.

Additionally, earlier research has mostly concentrated on how the leadership style of the project manager affects project outcomes including cost, quality, and schedule. The impact of leadership styles on the morale, drive, and job satisfaction of the project team, however, has not been adequately studied. Understanding this connection can help project managers develop a productive workplace that promotes team performance and project success. Finally, there is a lack of research on the moderating impact of project features, such as project complexity, size, and technology, on the relationship between effective project management and leadership style. We can better

understand the context-specificity of leadership styles and how they affect project success by examining the moderating function of project factors.

Objectives of the study

1. To identify the impact of project managers' leadership styles on project performance, team motivation, and employee satisfaction in the IT industry.
2. To explore the effectiveness of the Black and Mouton managerial grid in assessing project managers' leadership styles in the IT industry.
3. To propose recommendations for project managers in the IT industry to improve their leadership styles and project performance based on the Black and Mouton managerial grid.
4. To contribute to the existing body of knowledge on project management leadership styles in the IT industry and add value to the literature on Black and Mouton's managerial grid.

Variables of the Research Study

According to the Black and Mouton Managerial Grid approach, the following variables might be considered in the study on the impact of project managers' leadership styles on successful project management in the IT industry:

Independent variable: Project Manager's Leadership Styles

Different leadership philosophies, such as authoritative, affiliative, democratic, coaching, pacesetting, and laissez-faire, are included in this variable. With the help of the Black and Mouton Managerial Grid, these leadership philosophies are recognised.

Dependent variable: Effective Project Management - Project outcomes such as project success, project quality, project cost, project schedule, and project scope are included in this variable.

Moderating variables: Project Characteristics - Project complexity, project scale, project technology, and project environment are all included in this variable. The association between project managers' leadership styles and efficient project management is anticipated to be moderated by these variables.

Control variables: These variables include elements that could affect efficient project management, such as project team abilities, coordination, motivation, and communication. To remove their impact on the link between the independent and dependent variables, these variables must be controlled.

Theoretical model for the research

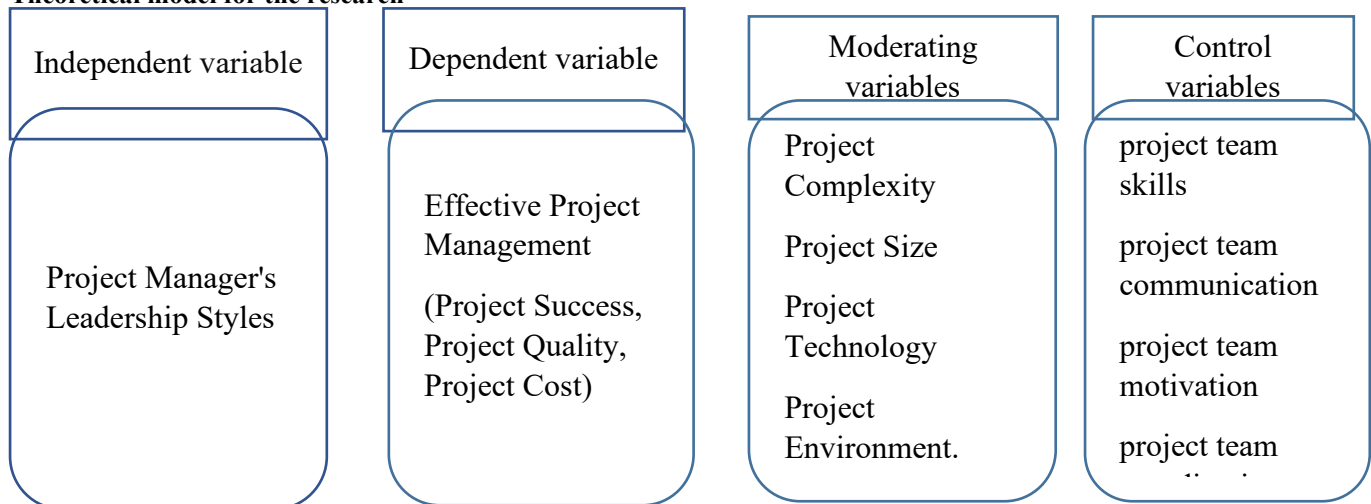


Figure1: Theoretical model for the research (Developed by the researchers)

According to this model, the project manager's leadership style will directly impact the success of projects in the IT sector. Cohesion within the team, communication, and motivation will mediate this effect.

Team cohesiveness is a term used to describe how cohesive and cooperative the project team is. To make sure that everyone on the team is informed of their roles, the project's progress, and any changes to its requirements or scope, effective communication is crucial. The level of zeal and dedication shown by the team members to the project's success is referred to as motivation.

The research model also implies that the association between the project manager's leadership style and efficient project management will be moderated by the project complexity and timetable. Project timetable refers to how long the project will take, whereas project complexity refers to how tough it will be to complete the project.

Considering the mediating and moderating variables, the overall goal of this study model is to analyse the impact of the project manager's leadership style on efficient project management in the IT business. The results of this study can help organisations improve their project management procedures and increase project success.

Methodology of Research

The following steps could be included in the research study's methodology on the impact of project managers' leadership styles on successful project management in the IT industry from the standpoint of the Black and Mouton Managerial Grid:

Literature Review- Perform a thorough review of the theories, research, and studies that have been done on project management, leadership, and the Black and Mouton Managerial Grid. The factors for the research were identified based on the literature review. The researchers think that it is crucial to pinpoint the research's decisive variables. This will assist the researchers in developing their research questions, developing their methodology, selecting their sample size and sampling strategy, and identifying their techniques for data collecting and analysis. The factors defining independent, dependent, moderating, and regulating factors for the study were determined by the researchers. For the investigation, a theoretical framework was developed.

Research Design- Use a qualitative research approach to gather and examine data.

A qualitative research design is advised for the examination of the impact of project managers' leadership styles on efficient project management in the IT industry from a Black and Mouton Managerial Grid perspective. This decision was made by the researchers.

Research questions - According to the Black and Mouton Managerial Grid, how do project managers' leadership styles affect efficient project management in the IT sector?

Finding and choosing IT companies with offices in Pune presented the researcher with his or her biggest obstacle. In Pune, a sizable number of businesses have been located. However, because of their differences in a few ways, they cannot be taken into account or represented in the research sample. To choose the sample, the researchers considered the following criteria.

Industry Focus- For the research, IT firms that prioritise software development, project management, or technology services were taken into consideration. This standard was established to make sure the research is pertinent to the IT sector and offers insights that are beneficial to IT businesses.

Size - The efficiency of project management may be impacted by the size of the IT organisation. Different leadership philosophies are needed for large IT organisations' potentially more complicated initiatives than for smaller ones. On the other hand, small businesses could need a more adaptable and flexible approach to project management. For the research, mid-sized IT firms were taken into consideration.

Geographic Location - Because cultural variations might have an impact on leadership styles and project management efficiency, considered where the IT organisation is located. To make sure that the research is representative of many cultural settings and connected to Pune city, IT companies that operate in various regions but are based in Pune were taken into consideration.

Organizational Structure - It has been noted that matrix-structured IT firms need a different approach to project management than more hierarchically structured firms. For this study, matrix-structured IT organisations were taken into consideration. Employees are assigned to both functional and project teams at the same time under a matrix organisational structure. This means that employees are accountable to both a functional manager—who oversees their professional growth, performance management, and workload distribution within

their functional area of expertise—and a project manager—in charge of overseeing the project and making sure it achieves its goals. Companies may more efficiently distribute resources and react rapidly to shifting project requirements thanks to the matrix framework. Employees may be pushed in different directions by their functional and project supervisors, which can result in conflicts between functional and project teams. Therefore, having strong interpersonal, teamwork, and conflict resolution abilities is essential for success in a matrix structure. The leaders (project managers) are extremely important in the entire project execution.

Project Complexity - The scientists analysed the IT company's management of the projects' complexity. The size of the project team, the project's scope, its technical complexity, and the project's level of risk can all be considered in this. The analysis considered IT organisations that oversee projects of varied degrees of complexity. To guarantee that the research offers insights into various project contexts, this was done.

Project Success - The researchers considered the accomplishments of earlier initiatives that the IT firm managed. Due to the possibility that they have more efficient project management procedures in place, businesses with a history of successful projects were given consideration for the research.

Sampling Technique: The researchers chose a sample population of project managers and project team members from the IT industry using a purposive sampling technique. The researchers located the list of authorised IT businesses. To select the sample for the study, the researcher uses the precise criteria (given above). The researchers created the final sample list as well as the final list of companies.

Purposive sampling of project managers with at least experience of 15 big and complex projects and completed the same with superior quality deliverables and minimum cost in the IT industry.

Stratified sampling of IT companies based on their size, project complexity, Geographic Location, Industry Focus, organisational Structure, and leadership styles.

Data Collection: The researchers collected the data through, In-depth interviews with project managers who have experience working in the IT industry. Observation of project management practices adopted by the IT companies. Analysis of project management reports and documentation. The interview's focus areas were control variables, effective project management techniques, and leadership styles. The project managers and their teams provided the information for the data collection. The researchers created two distinct questionnaires to gather the data. The team members confirmed the project managers' leadership philosophies as described in the initial interview questionnaire. For this study, a total of 50 senior project managers who successfully managed more than 15 large, complex projects while keeping costs to a minimum were considered. Based on team skills, team communication, team motivation, and team coordination, the team members evaluate the performance of their respective project managers. Based on the results, the leadership style of the project manager was determined, and a link between that style and successful project management was attempted.

Data Analysis: In-depth interviews with project managers who have experience working in the IT industry. Observation of project management practices in IT companies. Analysis of project management reports and documentation.

Ethical Considerations: Informed consent was obtained from all participants before conducting interviews or observations. Confidentiality and anonymity of participants are maintained. Data is stored securely and accessed only by the research team.

Limitations: The research design is based on qualitative methods, which may limit the generalizability of the findings. The study is focused on the IT industry, and the results may not be applicable to other industries. From a Black and Mouton Managerial Grid perspective, this qualitative study design will offer insightful information about the impact of project managers' leadership styles on efficient project management in the IT industry.

Reporting: presented the study's findings in a thorough and comprehensible manner, with an executive summary, a literature review in the introduction, a methodology section, results, a discussion section, a conclusion, and suggestions.

Limitations: outlined the study's shortcomings, including sample size, sample selection, and the applicability of the results to a wider population.

Future Research: Determine the areas that require further study to solve the study's limitations and advance our understanding of project management and leadership.

Assumptions by the researchers: The researchers tried to get the answers by asking various questions of project managers and members of their teams, as well as by observing the project management practises used by IT organisations.

The questions were as follows.

- How effective project management in the IT industry relates to the leadership styles of project managers.
- Whether project variables, like project complexity, project size, and project technology, mitigate the association between effective project management in the IT industry and project manager leadership styles.
- Compared to other leadership styles, what effect would project managers with an impoverished management leadership style have on project outcomes?
- Compared to other leadership styles, the task management leadership style may have a favourable or negative impact on project outcomes.
- In complicated projects, project managers with a Country Club Management leadership style will affect project outcomes in a positive or bad way.
- How team-oriented project managers can influence the success of their projects.
- Project managers with a Middle of the road style can have a positive/ negative impact on project outcomes in projects

Data Analysis

The output of the data is as follows:

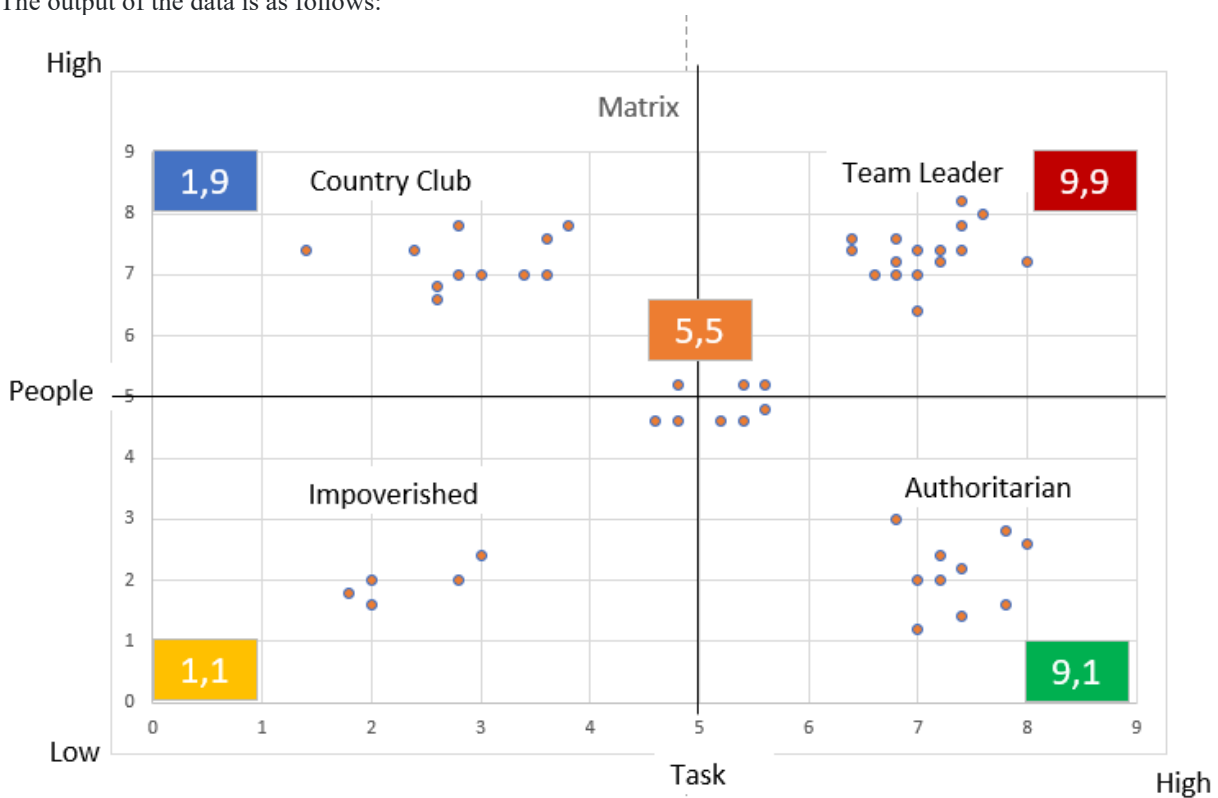


Figure2: Managerial Grid identified by the researcher using Black and Mouton

Findings were identified by the researchers.

After the in-depth interaction and discussions with the project managers and their team managers seven (7) project managers were categorised in to the first quadrant of the A Black and Mouton Managerial Grid. Low concern for both people and output characterise the impoverished management style. These project managers were found to have a detrimental effect on project outcomes. The team members reported that they were disinterested in the projects, indifferent to the requirements of their teammates, and unwilling to take actions that would jeopardise the success of the project. These characteristics were identified in these type of project managers and their team members.

Low team morale: It has been noticed that teams have very low morale and lack motivation when the project managers are disengaged and don't care about their team members. They feel undervalued and ignored by the organisation. Team members anticipate clear instructions and appreciation for their efforts. Less motivation, however, results in lower commitment and a higher rate of staff turnover. Team members were encouraged to look for different professions when they become burned out due to an unfavourable work atmosphere.

Poor communication: When project managers use the impoverished management style, they frequently avoid talking to team members, which can cause uncertainty and misconceptions. It is possible to create team synergy with effective communication. Organisations may benefit from team members' knowledge and expertise sharing. However, divided departments result from poor communication. Due to their lack of interest in the task and team performance, poor leaders do not promote group effort or collaboration. The importance of the team members' work in achieving the goals and objectives of the company was found to be neglected.

Missed deadlines: It was found that the project managers' lack of enthusiasm and direction resulted in missed deadlines and a delayed project delivery. It was discovered that because of the circumstances, team members started to exhibit the same disinterested tendencies as their leader. They become less devoted to the organisation as a result, which enables them to be unaffected by its demise. This organisational style caused the team to miss project deadlines, which increased costs. The organisation is unable to keep project costs under control. Projects that exceeded their budget were handed in.

Low quality output: Lack of production-related concern on the part of project managers can result in a lack of attention to detail and lower-quality output. By arriving late, missing deadlines, and giving the team members little guidance, the project managers demonstrate a lack of concern for their colleagues' performance. The project managers' busy behaviour during monthly departmental reviews and adoption of the team's accomplishments as his own were observed by the team. He is insecure about them because they put in little effort, therefore they criticise other team members to keep them from getting promoted. Even when other managers believe he is exceeding corporate objectives, some project managers engage in recreational activities, and their ability to do so suggests that they are unwilling to participate in actual production and job processes. His team gets discouraged because of this.

In general, the impoverished management style is ineffective when applied to project management. Project managers should try to develop a leadership style that strikes a balance between meeting the needs of their team and completing the project's goals. This may result in increased team spirit, more efficient communication, and better project results.

The Authority-Compliance Management Style, which is characterised by a strong concern for productivity and a low concern for people, was used by (10) project managers, according to the researchers. It was discovered that this leadership style has both beneficial and bad effects. Depending on the situation, it has a distinct effect on the project outcomes. Most project managers finished the projects on schedule and within budget, it was found. Additionally, it was noted that these managers are adept at assigning duties to their team members and have a strong understanding of the project's objectives. Additionally, they possess the capacity to act promptly and appropriately when necessary. The morale and motivation of the project team, however, are negatively impacted by this style. Project managers are viewed as being dictatorial and indifferent to the needs and opinions of their team members. The researchers noted that there is a lack of respect and trust among the team members, which eventually affects their output and performance. The researchers' finding that these executives are more inventive and creative, involved in new projects, services development, and process innovation is encouraging. Since they are more self-assured and dictatorial, they stifle the creativity of their team and forbid them from contributing fresh ideas.

In a project management context, the Authority-Compliance Management Style can lead to:

Clear direction: Project managers who employ the Authority-Compliance Management Style are extremely directive and set clear expectations for their team members, which can enhance the team's concentration and clarity. They do not, however, let the team members take the initiative in their inventiveness.

High productivity: These project managers put production first and are intensely focused on meeting project objectives and delivering results, which boosts productivity and expedites project completion with high quality and little delay.

Inflexibility: These team members feel suffocated and unable to adapt to the situations since this management style follows inflexibility and project managers are less inclined to consider alternate ideas or revise plans in response to changing circumstances and team member suggestions.

Low team morale: Team members that were subjected to the Authority-Compliance Management Style reported feeling micromanaged or disengaged at work. Despite being successful in attaining project goals, it could have a negative influence on the creativity, motivation, and team spirit.

In some project environments, especially when there is a need for clear direction and a focus on productivity, the Authority-Compliance Management Style can be beneficial. Project managers who use this approach should be mindful of potential drawbacks including rigidity and low team morale. Additionally, they should be willing to modify their leadership style to meet the project setting and team dynamics, as a one-size-fits-all strategy is unlikely to be successful in every circumstance.

The Country Club Management Style, which is characterised by a high care for people and a low concern for output, is used by eleven (11) project managers in this study. Depending on the environment, this management style might have a mixed effect on project outcomes. These project managers prioritised cultivating positive working connections with their team members over meeting project goals and objectives, frequently at the price of those relationships. They put the health of their team members first, which can result in high levels of motivation and job satisfaction. This may then lead to more productivity and higher-calibre work. However, the effectiveness and success of the project could be negatively impacted by this leadership approach. They are excessively forgiving and refrain from addressing team members who are performing poorly or missing project deadlines. This may result in a lack of accountability and a complacent culture where team members are not inspired to give their best effort.

In a project management context, the Country Club Management Style led to:

Positive team morale: Project managers who put their team members' needs and wellbeing first foster a supportive workplace where everyone feels appreciated.

Low productivity: The lack of production concentration brought on by the Country Club Management Style might result in decreased productivity and postponed project delivery.

Reduced accountability: Lack of urgency and a lack of results-focused focus might emerge from team members feeling little accountability for achieving project objectives or deadlines.

Missed deadlines: Missed deadlines and project delays brought on by a lack of production concentration can occasionally result in overbudget initiatives.

The Country Club Management Style can be beneficial in fostering a supportive and encouraging work atmosphere. Project managers who use this approach should be aware of any potential drawbacks, such as decreased accountability and productivity. The project managers work hard to strike a balance between meeting the needs of their team and accomplishing project goals. They also modify their leadership approach to fit the particular project setting and team dynamics. Project managers that adopt this method might not be successful in circumstances where quick choices or actions are needed. Many initiatives in the IT business are time-sensitive and call for swift decision-making and problem-solving abilities. Project managers that use a Country Club Management Style may find it difficult to make difficult choices or make the necessary corrections.

There are eight (8) project managers after. Depending on the situation, the Middle-of-the-Road Management Style, which is characterised by a moderate concern for both people and production, can have a varied effect on project outcomes. These project managers try to strike a balance between finishing the job and keeping their team members happy. It is apparent that these project managers place a high priority on meeting project objectives while also preserving good ties with their team members. High levels of motivation, job happiness, and productivity among the team members can result from this. scenarios that call for quick decisions or actions. Many initiatives in the IT business are time-sensitive and call for swift decision-making and problem-solving abilities. A middle-of-the-road management style may make it difficult for project managers to make quick decisions or take immediate actions to address urgent issues.

In a project management context, the Middle-of-the-Road Management Style can lead to:

Balance: This type of project management aims to strike a balance between team member needs and project goals to foster a good and effective work environment.

Average performance: When using this management approach, projects may occasionally perform about averagely, fulfilling the bare minimum of needs but falling short of objectives.

Mediocre results: Lack of attention to either people or productivity can occasionally result in mediocre outcomes and missed chances for improvement.

Lack of innovation: A middle-of-the-road strategy can occasionally result in a dearth of originality or innovation in issue solving and decision-making.

Although the Middle-of-the-Road Management Style can be successful in fostering a harmonious and productive work environment, it cannot provide remarkable project results. The requirements of their team members should always come first, but project managers who take this approach should also be open to fresh ideas and methods that might spur creativity and boost project performance.

The Team Management Style, which is characterised by a strong concern for both people and production, can have a good impact on project outcomes in a variety of circumstances, according to the researchers' observations of sixteen (16) project managers who used this leadership style. They were seen to be successful in leading projects. They place a high value on maintaining a great work atmosphere, developing strong bonds with their team members, and making sure that everyone is working together to achieve the project's objectives. They also provide team members the freedom to decide for themselves and take responsibility for their work, which can result in high levels of motivation, fulfilment at work, and productivity.

In a project management context, the Team Management Style can lead to:

High team morale: The demands of their team members and the accomplishment of project goals are given top priority by project managers. This results in a productive and enthusiastic workplace.

High productivity: A high level of productivity and a sense of urgency among team members to accomplish project goals and deadlines resulted from the production-focused approach.

Collaborative problem-solving: A team-focused strategy can promote cooperation and teamwork while tackling problems, resulting in more creative and useful solutions.

Continuous improvement: Project results may continue to improve because of project managers who use a team management style since they are more likely to actively seek out feedback and chances for improvement. The Team Management Style is successful in fostering a supportive work atmosphere where team members feel encouraged and motivated to complete project goals. Project managers who use this approach should keep putting the needs of their team members and the accomplishment of project goals first while remaining receptive to criticism and suggestions for improvement.

Conclusion

The Black and Mouton Managerial Grid approach provides a useful framework for analysing leadership styles and their impact on project management in the IT industry. Through this model, organisations can judge and segregate their project managers based on the five different leadership styles, ranging from a low concern for people and a low concern for tasks (impoverished management) to a high concern for both people and tasks (team management).

This research indicates the most effective leadership style required for efficient project management in the IT industry is team management. It means the project managers must involve in their task as well as they must be concerned with the team members. This leadership style adopts a collaborative and inclusive working environment, which encourages open communication and the sharing of ideas. This can lead to increased productivity, higher quality output, and improved team morale.

On the other hand, leadership styles that prioritize either people or tasks at the expense of the other can lead to inefficiencies in project management. For example, a leader who is focused solely on achieving project objectives (authority-compliance management) may not provide adequate support to team members or consider their individual needs. This could lead to burnout, high turnover rates, and ultimately, lower productivity.

In conclusion, the Black and Mouton Managerial Grid approach highlights the importance of balancing concern for both people and tasks in effective project management in the IT industry. Project managers who adopt a

team management style and prioritize collaboration and communication among team members are more likely to achieve efficient project management outcomes.

Future Scope of the Research

Future research has a lot of potential in relation to this study on the impact of project managers' leadership styles on efficient project management in the IT industry utilising the Black and Mouton Managerial Grid approach. Here are some areas that could be studied in the future:

1. The effect of project managers' leadership philosophies on certain project results: Future research can concentrate on the effects of various leadership philosophies on certain project outcomes like project cost, project quality, and project completion time.
2. The efficiency of various leadership styles in various project contexts, such as software development projects, hardware projects, and system integration projects, can be examined in future research.
3. Future research can investigate the influence of team composition (such as team size, team diversity, and team experience) on the impact of project managers' leadership styles on efficient project management.
4. Future research might examine how leadership styles affect employee engagement and retention in the IT sector. By doing this, businesses may be able to keep their best employees and boost productivity.
5. The impact of leadership styles and the role of the project manager's emotional intelligence: Future research can look at how the emotional intelligence of the project manager affects how well different leadership styles are applied to projects.
6. Impact of project managers' leadership philosophies on efficient project management: a cross-cultural comparison Future research might compare how project managers' leadership philosophies affect efficient project management in various cultural situations.

In conclusion, there are a few potential directions for future research that might expand on the results of the current study and advance our knowledge of the influence of project managers' leadership philosophies on successful project management in the IT sector.

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