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The Influence of Leadership Style and Corporate Culture on the Success of Construction Project Teams in Bali

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Abstract

The success of construction project teams is a crucial factor in achieving overall project success. However, there is still limited research examining the influence of leadership style and corporate culture on the success of construction project teams, particularly in the context of complex projects such as those in Bali. Additionally, it is necessary to examine the mediating role of leadership style in this relationship. This study aims to analyze the influence of leadership style and corporate culture on the success of construction project teams in Bali. This research employs a quantitative statistical approach. Primary data were collected through a questionnaire survey distributed to 150 respondents selected using purposive sampling. The analysis was conducted using the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS). The results indicate that leadership style has a positive and significant influence on project team success, with a T-statistic value of 5,757 and a p-value of 0,000, which is classified as a transformational leadership style. Corporate culture also has a positive and significant effect on project team success, with a T-statistic value of 9,546 and a p-value of 0,000, categorized into clan culture and market culture types.

Keywords: Leadership, Corporate Culture, Team Success

Introduction

The success of construction project teams is a fundamental element in determining the overall success of a project. However, in practice, many construction projects still experience delays, cost overruns, or failures to meet expected quality standards (Doloi, 2013; Larsen et al., 2016; Kog & Loh, 2012). These issues are generally caused by the team's low effectiveness in carrying out its responsibilities. According to Chandra (2021), the factors that influence project team effectiveness include team communication, shared trust and values, leadership style, clarity of goals and objectives, team responsibilities and roles, and interpersonal relationships within the team. Ineffectiveness in any of these areas can lead to project failure.

Construction projects have unique and complex characteristics (Kwofie et al., 2014; Zhu & Mostafavi, 2017). Each project is typically non-routine, has a long duration, and involves various constraints such as budget, time, resources, and technical specifications that must be met. Moreover, project success is not only measured by technical performance, but also by the extent to which it fulfills the expectations of all stakeholders involved (Shenhar et al., 2001). This complexity necessitates structured planning and execution, along with adaptability and responsiveness to change. Therefore, the success of a project heavily depends on the effectiveness of the team system established.

Schaffer et al. (2012) said that, the execution of a construction project also involves various interrelated tasks that require cross-disciplinary coordination. From structural and architectural work to mechanical and electrical systems, all components demand close collaboration among different units. This situation highlights the importance of teamwork in the implementation

process. Without proper cooperation and communication, coordination can be disrupted, directly leading to project delays and a decline in work quality.

In this context, project teams need direction and guidance from a leader. A leader is not only responsible for decision-making but also for managing team dynamics, resolving conflicts, and ensuring that each team member understands and fulfills their roles and responsibilities (Barnett & McCormick, 2012). The leader plays a vital role in keeping the team focused, motivated, and capable of working together effectively to achieve the project's goals.

Leadership style, according to Rifa et al., (2019), refers to the ability to exert a constructive influence on others or to collaborate in achieving planned goals. A leader who can manage resources effectively and efficiently will foster a positive work culture and enhance team productivity. Although leadership is considered one of the most critical aspects of management (Weihrich, 2013), its specific influence on the success of construction project teams remains under-researched, creating a research gap that warrants further investigation.

In addition to leadership, corporate culture also plays a vital role in determining project success (Waseem et al., 2025; Yazici, 2011; Muneer et al., 2022). Corporate culture encompasses the values, norms, and behaviors that serve as guidelines for daily work practices and activities. According to Maon et al., (2010) and Stone et al. (2004), corporate culture is defined as a set of assumptions developed and shared by an organization as a moral foundation for adapting to the external environment and integrating internal processes. A strong culture promotes positive work habits, reinforces loyalty, and supports the sustainable achievement of project goals.

In construction projects, a healthy corporate culture helps maintain team integrity and encourages better performance. A leader who can translate the values of organizational culture into practical, everyday actions can strengthen the impact of culture on team effectiveness. In the context of construction projects in Bali, this study aims to analyze the influence of corporate culture and leadership style on the success of project teams in Bali.

Methods

This study employs a quantitative research approach to investigate the impact of leadership style and organizational culture on the success of construction project teams in Bali, as well as the capacity of leadership style to serve as a mediating variable between organizational culture and project team success. The research design employs a survey method, using a structured questionnaire as the primary data collection instrument. Data were collected from 150 respondents who were actively involved in construction projects carried out during the 2020–2025 fiscal years. Respondents were selected using a purposive sampling technique, based on their qualifications and experience in project implementation and team dynamics. In addition to primary data obtained through questionnaires, interviews, and brainstorming sessions, this study also utilized secondary data sourced from books, journals, articles, and other relevant documents. The variables in this study include leadership style, organizational culture, and project team success, all of which were operationalized based on indicators derived from established theories and measured using a Likert scale. The collected data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS), implemented through the SmartPLS 3.0 software. This analytical technique was chosen for its ability to handle complex models and generate robust estimates for both measurement and structural components. The analysis process included an evaluation of the measurement model (to assess convergent validity, discriminant validity, and reliability) and the structural model (to assess path coefficients, significance levels, and the mediating effect of leadership style). The predictive power of the model was also evaluated using indicators such as R^2, F^2, and Q^2 predictive relevance. This comprehensive methodological framework provides a deeper

understanding of the relationships among the studied variables within the context of the construction industry in Bali.

Results and Discussion

Respondent Characteristics

Out of the 50 companies invited to participate in this study, 30 companies responded, resulting in a total of 156 respondents. However, after data verification, only 150 responses met the required criteria. The analysis of respondent characteristics indicates that the age range of 21 years to over 45 years reflects a level of maturity in answering the questionnaire, contributing to the quality of the collected data. The majority of respondents hold a Bachelor's degree (S1/D4), which suggests a comprehensive understanding of leadership style, organizational culture, and project team effectiveness. Moreover, the respondents' varying levels of work experience, both below and above five years, provided a broader perspective on understanding the dynamics and challenges encountered in construction projects.

Research Instrument Testing

Validity Test

The validity test in this study employed construct validity testing, as proposed by (Sugiyono, 2010). The minimum number of respondents required for a validity test ranges between 15 and 35 individuals. In this study, 35 respondents were used, resulting in a degree of freedom (df) calculated as N-2, which equals 33. A significance level (α) of 5% was applied, with a critical r-value (r table) of 0,334 (Ghozali, 2021) After interpreting all statement items, the results of the validity test are presented in Table 1.

Table 1. Validity Test Results

Table Validity Test Results	N	Average r Calculate	r Table	Information
GP (Leadership Style)	15	0,591	0,334	Valid
BP (Company Culture)	14	0,673	0,334	Valid
KTP (Project Team Success)	26	0,802	0,334	Valid

All indicators related to leadership style, organizational culture, and project team success, as assessed by the 35 respondents, showed pearson correlation values greater than the critical r-value (r table). The average correlation values of the questionnaire items exceeded the r table value of 0,334. Therefore, all statements are considered valid and can proceed to the reliability testing phase.

Reliability Test

The reliability test in this study was conducted using the one-shot method, in which measurements are taken only once and the results are compared with other questions to assess the correlation between responses. Reliability testing was conducted using Cronbach's Alpha (α), a widely used technique for measuring the internal consistency of a research instrument. According to Nunnally (1994) as cited in Ghozali, (2021), a variable is considered reliable if it has a Cronbach's Alpha value greater than 0,70. This value indicates that the measurement instrument has good internal consistency and can be relied upon for data analysis. High reliability is crucial to ensure that the research instrument produces consistent data, thereby supporting the validity of the research findings. Therefore, this study used a threshold value of Cronbach's Alpha > 0,70 as a reliability indicator to help the Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis. The results of the reliability test, obtained using IBM SPSS version 26, are presented in Table 2.

Table 2. Reliability Test Results

	Reliability Test Results Table	Alfa Cronbach	Min. Alfa Cronbach	Number of Statements
1.	GP (Leadership Style)	0,891	0,700	15
2.	BP (Company Culture)	0,928	0,700	14
3	KTP (Project Team Success)	0,976	0,700	26

Based on the results, all variables have Cronbach's Alpha values greater than 0,70, indicating that the instruments used meet the criteria for high reliability. This demonstrates that the research instrument possesses good internal consistency and can be relied upon for measurement, as required in quantitative research (Nunnally, 1994, as cited in Ghozali, 2021). Therefore, all statement items used in this study are considered reliable and suitable for further analysis.

Analisis SEM-PLS (Structural Equation Model - Partial Least Squares)

The Structural Equation Modeling–Partial Least Squares (SEM-PLS) method used in this study applies the repeated indicators model. The evaluation stages in this analysis include measurement model evaluation, structural model evaluation, and mediation testing. Data processing was carried out using SmartPLS 3.0 software.

Evaluasi Model Pengukuran Reflektif

Outer Model Evaluation Results

Evaluation of the measurement model is conducted before the structural model testing to ensure that the latent constructs and indicators used meet the required criteria for validity and reliability, allowing for further analysis. According to Hair et al., (2021), a commonly accepted loading factor value is ≥ 0,70, while Ditroilo et al. (2025) states that a value of ≥ 0,60 is still acceptable in exploratory research contexts. Therefore, these values serve as references for evaluating the validity of the indicators in this study. A visualization of the measurement model results is presented in the following figure.

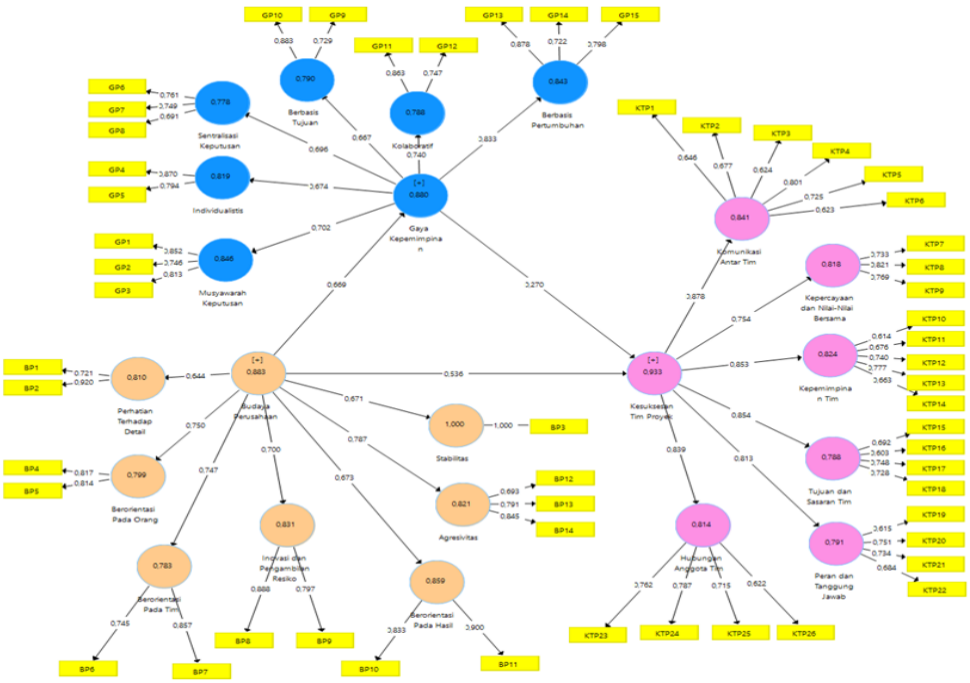

Figure 1. Indicator Reliability Testing Results Model

The evaluation of the inner model in this study reveals a positive relationship between leadership style (GP) and project team success (KTP), with a path coefficient of 0,270. In addition, there is a strong positive association between organizational culture (BP) and leadership style (GP), with a coefficient value of 0,669. The evaluation of the outer model describes the relationship between the latent constructs (GP, BP, KTP) and their respective indicators. Based on Figure 1, it is evident that each indicator makes a significant contribution to the construct it represents, as detailed further in Table 3.

Table 3. Loading Factor Testing Value Results

Leadership Style	Mark	Corporate Culture	Mark	Project Team Success	Mark
LS1	0,852	CC1	0,721	PTS1	0,646
LS2	0,746	CC2	0,920	PTS2	0,677
LS3	0,813	CC3	1,000	PTS3	0,624
LS4	0,870	CC4	0,817	PTS4	0,801
LS5	0,794	CC5	0,814	PTS5	0,725
LS6	0,761	CC6	0,745	PTS6	0,623
LS7	0,749	CC7	0,857	PTS7	0,733
LS8	0,691	CC8	0,888	PTS8	0,821
LS9	0,729	CC9	0,797	PTS9	0,769
LS10	0,883	CC10	0,883	PTS10	0,614
LS11	0,863	CC11	0,900	PTS11	0,676
LS12	0,747	CC12	0,693	PTS12	0,740
LS13	0,878	CC13	0,791	PTS13	0,777
LS14	0,722	CC14	0,722	PTS14	0,663
LS15	0,798			PTS15	0, 629
				PTS16	0,603
				PTS17	0,748
				PTS18	0,728
				PTS19	0,615
				PTS20	0,751
				PTS21	0,734
				PTS22	0,684
				PTS23	0,762
				PTS24	0,787
				PTS25	0,715
				PTS26	0,622

Internal Consistency Reliability Measurement

After the validity test was conducted, the next step was to perform a reliability test using Cronbach's Alpha and Composite Reliability values. A variable is categorized as reliable if it meets the following criteria: Cronbach's Alpha greater than 0,6, Composite Reliability greater than 0,6, and rho_A values within the range of 0,70 to 0,95 (Hair et al., 2021). The results of the Cronbach's Alpha and Composite Reliability tests for the research model are presented below.

Table 4. Composite Reliability and Average Variance Extracted (AVE) Values

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

Leadership Style	0,817	0,835	0,866	0,519
Company Culture	0,838	0,844	0,878	0,508
Project Team Success	0,941	0,956	0,950	0,682

Based on the test results, all variables show Cronbach's Alpha values above 0,6, indicating that the variables meet the criteria for adequate internal consistency and are suitable for use in the research model. In addition, all latent variables also have Composite Reliability (CR) values above 0,6, which indicates that all constructs in the model have fulfilled the reliability requirements (Hair et al., 2021).

Convergent Validity

Convergent validity is evaluated through the Average Variance Extracted (AVE) value, which measures the average variance of the indicators explained by the corresponding construct. AVE indicates the extent to which a construct can represent the variability of its measurement items. According to Hair et al., (2021), the assessment of convergent validity in this study follows a confirmatory approach, where an AVE value of ≥ 0,50 suggests that the construct can explain more than 50% of the variance of its indicators. Based on the analysis results, the AVE values obtained were 0,519 for Leadership Style, 0,508 for Organizational Culture, and 0,682 for Project Team Success. Therefore, all variables in this study have met the criteria for convergent validity.

Discriminant Validity

In addition, one method used to assess discriminant validity is by examining the Heterotrait-Monotrait Ratio (HTMT) values. A construct is considered to meet the criteria for discriminant validity if the HTMT value between constructs is below 0,90 (Hair et al., 2021).

Table 5. Heterotrait Monotrait Ratio (HTMT) Value

	Company Culture	**Leadership Style**	**Project Team Success**
Company Culture			
Leadership Style	0,775		
Project Team Success	0,891	0,804	

Based on the results of the Heterotrait-Monotrait Ratio (HTMT) test presented in Table 5, all pairs of variables show values below 0,90, indicating that discriminant validity has been achieved. The use of HTMT values is now more widely recommended, as it has higher sensitivity in detecting issues of discriminant validity compared to the Fornell-Larcker criterion and cross-loadings method (Hair et al., 2021).

Evaluasi Model Struktural (Inner Model)

Evaluation of the structural model involves several indicators, including the R-squared (R^2) Value, Effect Size (f^2), Predictive Relevance (Q^2), and two-tailed significance testing (Ghozali, 2021).

R Square

The R-Square (R^2) value is used to measure the extent to which the independent variables can explain the variance in the dependent variable. The higher the R^2 value, the better the predictive capability of the proposed research model. According to Hair et al., (2021), R^2 values are classified into three categories: an R^2 of 0,75 indicates a substantial effect, an R^2 of 0.50 indicates a moderate impact, and an R^2 of 0,25 indicates a weak effect. The R-squared values obtained in this study are presented in the following table.

Table 6. R-Square Value

	R Square	R Square Adjusted
Leadership Style	0,472	0,468
Project Team Success	0,758	0,755

Based on Table 6, the R-Square results can be interpreted as follows: the R-Square value for the leadership style variable is 0,472, indicating that 47,2% of the variation in leadership style can be explained by the indicator items used in the model. In comparison, the remaining 52,8% is influenced by other variables not included in this research model. According to the R-Square classification criteria by Hair et al., (2021), this value falls into the moderate effect category. The R-squared value for the project team success variable is 0,758, indicating that the constructs in the model can explain 75,8% of the variation in project team success. In comparison, the remaining 24,2% is attributed to other factors outside the scope of this study. This value indicates that the model has substantial predictive capability.

Effect Size f

The Effect Size (f^2) is used to illustrate the extent to which an exogenous variable influences an endogenous variable within the structural model. According to Hair et al., (2021), the interpretation of f^2 values is categorized into three levels: an f^2 value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a significant impact. The results of the Effect Size (f^2) analysis in this study are presented in Table 7.

Table 7. F-Square Value

	Company Culture	Leadership Style	Project Team Success
Company Culture		0,893	0,735
Leadership Style			0,288
Project Team Success			

Based on the results of the Effect Size (f^2) test presented in Table 7, it can be concluded that the f^2 value for the organizational culture variable is 0,893, indicating a significant effect at the structural level in influencing leadership style. The f^2 value for organizational culture also shows a substantial impact on project team success, with a value of 0,735. Meanwhile, the f^2 value for the leadership style variable indicates a medium effect at the structural level, with a value of 0,288 in influencing project team success.

Q^2 Predictive Relevance

Q-Square is a measure that reflects the predictive relevance of the model. If the Q-Square value is greater than 0, it indicates that the exogenous variables have predictive relevance for the endogenous variables in the model. According to Hair et al., (2021), a Q-Square value of 0 indicates low predictive relevance, 0,25 indicates moderate predictive relevance, and 0,50 indicates high predictive significance in terms of predictive accuracy. The Q-Square Predict values are presented in Table 8.

Table 8. Q-Square Predict Value

	Q^2predict	RMSE	MAE
Leadership Style	0,446	0,755	0,593
Project Team Success	0,668	0,586	0,454

Based on the Q-Square values presented in Table 8, it can be concluded that the Q-Square value for leadership style is 0,446, which falls between 0,25 and 0,50, indicating a moderate level of

predictive accuracy. The Q-Square value for project team success is 0,668, which exceeds 0,50, indicating a high level of predictive accuracy.

Significance and Relevance of The Path Coeffcients (Two-Tailed)

To determine whether a hypothesis can be accepted or rejected, it is necessary to examine the significance values between constructs, specifically the t-statistic and p-value. If the p-value is less than 0,05 and the t-statistic is greater than 1,96, the hypothesis is considered accepted (Hair et al., 2021). The results of the hypothesis testing are presented in Figure 2 and Table 9.

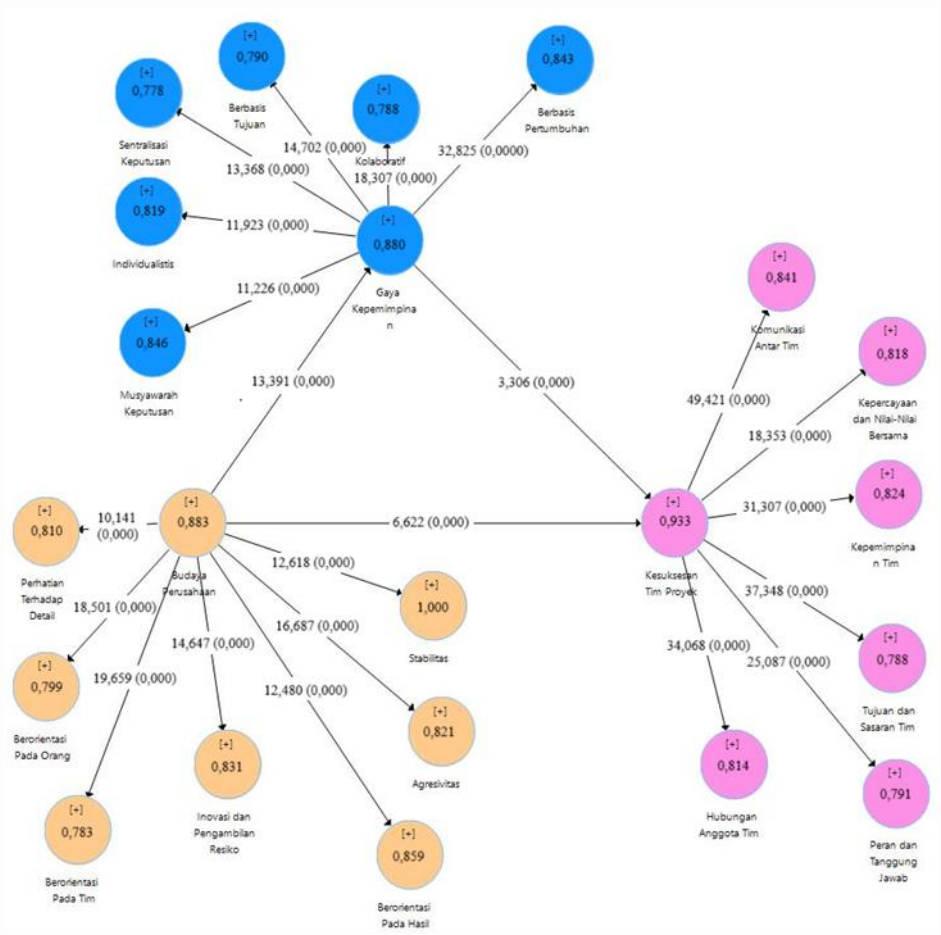

Figure 2. Bootstrapping Results

Table 9. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P values
Company Culture -> Leadership Style	0,687	0,695	0,037	17,747	0,000
Company Culture -> Project Team Success	0,580	0,587	0,061	9,546	0,000
Leadership Style -> Project Team Success	0,363	0,357	0,063	5,757	0,000

Based on the results of the hypothesis testing presented in Table 9, the following conclusions can be drawn:

Hypothesis 1 (Organizational Culture Has a Positive Influence on Project Team Success)

The path coefficient (original sample) for the influence of Organizational Culture on Project Team Success is 0,580, which is positive. This indicates that Organizational Culture positively influences Project Team Success. The t-statistic value is 9,546, with a p-value of 0,000. Since the t-statistic is greater than the critical value (9,546> 1,96) and the p-value is less than 0,05 (0,000 < 0,05), the hypothesis is accepted, meaning that Organizational Culture has a significant positive effect on Project Team Success.

Hypothesis 2 (Leadership Style Has a Positive Influence on Project Team Success)

The path coefficient (original sample) for the influence of Leadership Style on Project Team Success is 0,363, which is also positive. This indicates that Leadership Style positively influences Project Team Success. The t-statistic value is 5,757, with a p-value of 0,000. Since the t-statistic is greater than the critical value (5,757 > 1,96) and the p-value is less than 0,05 (0,000 < 0,05), this hypothesis is also accepted, meaning that Leadership Style has a significant positive effect on Project Team Success.

Conclusion

Leadership style has a positive and significant influence on project team success, with a T-statistic value of 5,757 and a p-value of 0,000. Three dominant traits that demonstrate a strong influence are growth-oriented leadership (loading factor 0,833), collaborative leadership (loading factor 0,740), and consensus-based decision-making leadership (loading factor 0,702), all of which fall under the transformational leadership style category. Organizational culture has a positive and significant influence on project team success, as indicated by a T-statistic value of 9,546 and a p-value of 0,000. The three most important cultural characteristics are aggressiveness (loading factor 0,787), people orientation (loading factor 0,750), team orientation (loading factor 0,747), which are associated with the clan culture and market culture types.

Suggestions

There are suggestions made for future research; it is recommended to explore other factors that can enrich the understanding of the relationship between leadership style, organizational culture, and project team success. Additional factors such as project complexity level, team dynamics, change management strategies, or even differences in industry sector characteristics may serve as important moderating or mediating variables. Future studies could also consider the influence of national cultural differences within multinational organizations to gain a more comprehensive understanding of this relationship.

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