

THE ROLE OF TOP MANAGEMENT AND EMPLOYEES IN ENHANCING PROJECT PERFORMANCE: EVIDENCE FROM THE CONSTRUCTION INDUSTRY

Engr. Atta Ullah^{*1}, Dr Muhammad Irshad², Engr. Junaid Ismail³, Muzafar Uddin⁴,
Muhammad Hussain⁵, Tariq Jamal⁶

^{*1}Assistant Director Works, University of Chitral, Khyber Pakhtunkhwa, Pakistan

^{2,6}Department of Management Sciences, University of Chitral, Khyber Pakhtunkhwa, Pakistan

³Assistant Commissioner, Human Resource Management Department, Khyber Pakhtunkhwa, Pakistan

⁴Account Officer, University of Chitral, Khyber Pakhtunkhwa, Pakistan

⁵Procurement officer, Aga Khan Agency for Habitat, Pakistan

¹engratta@uoch.edu.pk, ²mikhaans@gmail.com, ³junaidicp14@gmail.com, ⁴muzafardin387@gmail.com,
⁵muhammadhussain.wazir@akdn.org, ⁶tariqjamal12311@gmail.com

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Corresponding Author: *

Engr. Atta Ullah

Abstract

This research has been conducted to assess the impact of the role of top management and employees on the project's performance. The inside and outside world of projects has become very unpredictable due to the continuous change in demands of the stakeholders, who have a direct impact on the project. The major aim of this research is to determine the impact of the role of top management and employees on project performance. The review of the literature has proved that top management and employees are internal stakeholders, and their roles, responsibilities and working attitude have a direct impact on the project and its performance. The hypothesis is developed by keeping in mind the literature review. After this, quantitative data is collected through questionnaires from 250 research respondents. The quantitative research method brings effectiveness, reliability, and validity in the research. SPSS is used to analyze quantitative data. Descriptive tests, demographic tests, correlations tests, t-tests, and regression tests are applied to gain the desired results. This research answers all research questions, achieves all research objectives, and accepts the hypothesis. This research will motivate different companies in the world to make reasonable changes in the roles and responsibilities of employees towards a project to make them successful. Furthermore, managerial implications, research limitations and future indications are also discussed in the study.

INTRODUCTION:

The internal stakeholders of a company include top management and employees. These two stakeholders have their own importance in the construction projects because of their decisions, management style, and attitude towards work show a direct impact on the project, their scope, time, and cost (Kerzner, 2013). The project performance gets high when project managers gain success in recognizing the stakeholders of a project and their interests. Top management of a company is responsible for taking all decisions including hiring of a project manager, discussion with the client to ask their needs and wants related to project, and further communication with the project manager about the client's needs so that desired project deliverables will be achieved (Elkins & Keller, 2003). Additionally, the top management of a company is responsible for identifying all possible risks in a project during planning, implementation, and the measurement phase. Employees are also the internal stakeholders of a company that is responsible for performing the functions of projects in the desired manner, right according to the directions of project manager for the client's satisfaction so, it can be said that the employee's interest in the project is very important to gain success.

Every project is divided into series of activities or operations that are performed by various individuals or groups who possess a different level of skills, knowledge, and abilities. The construction projects are always unique in nature on the basis of fragmentation, processes, and interactions with clients, suppliers, and partners (Liang, Saraf, Hu, & Xue, 2007). Every construction project faces constraints in terms of time, human resources, and material resources due to which the management of projects has become very important. The construction projects are based on lengthy processes of designs and execution of project activities, which demand the collaboration and negotiation among different stakeholders of a project; external and internal (Zu, Fredendall, & Douglas, 2008). Different parties have a direct and indirect impact and their

interests on the project, which is known as project stakeholders. The management of project stakeholders is very important for the achievement of project success or high level of project performance. The internal and external stakeholder of a project is highly significant in terms of management of stakeholders to gain achievements in business. For construction projects, stakeholder management is more important as compared to any other project (Lubatkin, Simsek, Ling, & Veiga, 2006).

Construction project stakeholders are those who possess some sort of ownership in a project or contribute to its completion by thinking that they can contribute to its benefits or loss. Construction project internal stakeholders always possess a legal relationship with the client so their interests and decisions matter a lot in the performance of the project (Swink, 2000). Complex interactions and interrelationships take place among parties that involve in the construction projects for the completion of the project. Project's success is based on the continuous management of the stakeholders and in this regard internal stakeholders including top management and employee plays a great role because their activities and decisions have their own importance (Collins & Smith, 2006). Traditional perception about the project success is based on cost, quality, and time and internal stakeholders are responsible for reducing every type of conflict and disputes among project team members so that desired results can be gained. When project manager does not focus on managing the internal stakeholders, then projects get failed.

In the current time, construction projects are very common in developing countries especially in society and government (Kor & Mahoney, 2005). To gain success in every type of construction project, it is important to focus on internal stakeholders of the project including employees and top management due to their direct impact on the project and its performance. It is important to assess the role of top management and employees on the project performance (Fui-Hoon Nah, Lee-Shang Lau, & Kuang, 2001). Pakistan is a

developing country in which society and economy are in a growing phase due to which public and private construction projects have become very common. A lot of projects failed during the planning and implementation phase and the major reason behind these failures are top management and employees of a company that did not show interest in project deliverables, the use of appropriate methods to achieve project objectives and their working attitude(Dainty, Cheng, & Moore, 2003; Keeble, Topiol, & Berkeley, 2003). Due to these incidents, the importance of top management and employees can clearly be identified that how their interest and role affect the performance of a project. So, in this situation, it is important to investigate the role of top management and employees and their impact on project performance.

This study will motivate companies and government to gain success in their projects and to satisfy clients at every condition by focusing on internal stakeholders and their roles and responsibilities. It will also provide complete set of instructions for the companies that show how they must focus on the role of top management and employees to better the condition of the project. In this competitive business environment, project management has become complex due to the continuous change in demands of clients and pressures of outside environment. This research will provide guidelines for the companies that show how their top management and employees should behave in every type of project and its management.

Literature Review:

Projects and Construction Projects:

Every project is divided into series of activities or operations that are performed by various individuals or groups who possess a different level of skills, knowledge, and abilities(Bing, Akintoye, Edwards, & Hardcastle, 2005). The construction projects are always unique in nature on the basis of fragmentation, processes, and interactions with clients, suppliers, and partners(Assaf & Al-Hejji, 2006). Every construction project faces constraints

in terms of time, human resources, and material resources due to which the management of projects has become very important. The construction projects are based on lengthy processes of designs and execution of project activities, which demand the collaboration and negotiation among different stakeholders of a project; external and internal(Chan, Chan, et al., 2004). Different parties have a direct and indirect impact and their interests on the project, which is known as project stakeholders. The management of project stakeholders is very important for the achievement of project success or high level of project performance(Winch, 2010). The internal and external stakeholder of a project have their own importance and stakeholder management is highly significant for gaining success of projects and businesses, and it can be said that the construction projects and their stakeholders management is much more important than any other project (Zou, Zhang, & Wang, 2007).

What are the stakeholders in projects?

Stakeholders are those that show some kind of interest in the project(Love & Smith, 2003). For example in government construction project, a stakeholder is personally the government because they make a plan, decide and arrange budget for it, employees who work on it, and the society for which government plans this project(Li, Akintoye, Edwards, & Hardcastle, 2005). The major stakeholders in every type of project include senior management and project manager who take all decisions of the project, set mission, and then divide it into various goals just in accordance with the client's demands. Other than senior management and project manager, employees are the major stakeholder because they are actually responsible for performing functions of the project(Arslan, Kivrak, Birgonul, & Dikmen, 2008). Suppliers of the project are also the stakeholder because if they will provide project material late, at a high cost, or in low quality then its impact will very bad on the project(Atkinson, Crawford, & Ward, 2006). The community around which project is running will also get

affected by it, so they are also the stakeholders. The actual customers or clients for which project is conducted are the major stakeholder(Aaltonen, Jaakko, & Tuomas, 2008). Other than this, designing team member and all other people that personally get affected by the project or can affect the project and its activities are all included in the list of stakeholders and their management is very important for the achievement of high level of project performance(Esteves & Joseph, 2008).

Stakeholders of construction projects are those that influence the activities of the project(Hofmann & Lehner, 2001). Additionally, it is also claimed about the project that their environment is positively or negatively affected by the project stakeholders so, their management is very important. In construction projects, the major stakeholders include client, consultant/top management, contractor, and end user in the form of community(Bourne & Walker, 2005). Stakeholders of construction projects directly result in benefit or loss of the project due to their huge impact on project activities. Construction project stakeholders are those who possess some sort of ownership in a project or contribute to its completion by thinking that they can contribute to its benefits or loss(Doloi, 2012). Construction project internal stakeholders always possess a legal relationship with the client so their interests and decisions matter a lot in the performance of the project(Heeks, 2002). Complex interactions and interrelationships take place among parties that involve in the construction projects for the completion of the project. Project's success is based on the continuous management of the stakeholders and in this regard internal stakeholders including top management and employee plays a great role because their activities and decisions have their own importance(Olander & Landin, 2005). Traditional perception about the project success is based on cost, quality, and time and internal stakeholders are responsible for reducing every type of conflict and disputes among project team members so that desired results can be gained(Zou et al., 2007). When project manager

does not focus on managing the internal stakeholders, then projects get failed.

2.3 Need to Manage Stakeholders in Construction Project

Past studies have revealed that there are many types of stakeholders in a project which vary in their interests, especially in the case of the construction project(Olander & Landin, 2005). Stakeholder management is very important in a project to gain success and to implement all project planning in the desired manner. Systematic identification, analysis, and planning of series of action for communication with stakeholders so that their interest will be identified in the project to make reasonable changes and to develop some precautionary measures, known as stakeholders management (Kerzner, 2013). The influence of stakeholders is not static, so it is important to conduct stakeholder analysis during different stages of the project. This step is very helpful for the construction companies to gain knowledge about each and every stakeholder and their influence for determining the level of interest(Zou et al., 2007). Top management of construction companies is responsible for determining the stakeholders, their interest, and its influence on the projects(Newcombe, 2003). Stakeholders' related issues and problems should be communicated well in the construction companies so that precautionary measures will be taken in this regard. These types of issues are within the projects and cause due to delay in planning and implementation phase of the project in its cost, time, and scope. The internal stakeholders of a company include top management and employees. These two stakeholders have their own importance in the construction projects because of their decisions, management style, and attitude towards work show a direct impact on the project, their scope, time, and cost(Yang et al., 2009). The project performance gets high when project managers gain success in recognizing the stakeholders of a project and their interests. Top management of a company is responsible for taking all decisions including hiring of a project manager, discussion

with the client to ask their needs and wants related to project, and further communication with the project manager about the client's needs so that desired project deliverables will be achieved(Olander, 2007). Additionally, the top management of a company is responsible for identifying all possible risks in a project during planning, implementation, and the measurement phase(Jergeas et al., 2000). Employees are also the internal stakeholder of a company that is actually responsible for performing the functions of projects in the desired manner, right according to the directions of project manager for the client's satisfaction so, it can be said that the employee's interest in the project is very important to gain success(Winch, 2010).

Critical Success Factors for Stakeholder's Management

Critical success factors are the areas in which satisfactory results can be gained by ensuring the successful competitive performance of the organization. There always exist few key points that help businesses to flourish in a desired manner(Westerveld, 2003). The understanding of stakeholders and their demand, needs, wants, and interests are very important for construction companies to take right decision during the implementation phase of a business. Some factors considered critical for companies to gain success

and stakeholder management in a desired manner is of these critical success factors(Finney & Corbett, 2007). The further key success factors in stakeholder management are identification of stakeholders, classification of stakeholders, expectations of stakeholders and many more. All these factors can be identified by the analysis of stakeholders and for this purpose, proper communication should be done between top management, project managers, and stakeholders of a company so that best solutions for the fulfilment of stakeholder's expectations can be identified(Gottschalk & Solli-Sæther, 2005).

Top management of a company always remains busy in determining the common ground in a project that helps to fulfill the expectations of all stakeholders(Chan, Chan, et al., 2004). Top management of a company possesses power and authority to take a decision and to change decisions in accordance with the situation. Additionally, top management of a company can also engage in negotiations and trade-offs with stakeholders so that project scope, time, and the cost will not get changed(Akkermans & van Helden, 2002). A lot of past studies have focused on critical success factors of stakeholder's management and identified the total 15 critical success factors for stakeholder management in construction projects which are mentioned below table 1 (Somers & Nelson, 2001).

Table 1: Critical Success Factors of Stakeholder's Management and Role of Top Management

Serial No.	Critical Success Factors of Stakeholder's Management and Role of Top Management
1	Clear formulation of project mission.
2	Use of best procurement methods.
3	Careful identification and listing of projects
4	Development of flexible project organization
5	Identification of stakeholder's area of interest in projects.
6	Determination of power, urgency, legitimacy, and proximity of stakeholders.
7	Classification of stakeholders based on attributes and characteristics.
8	Predicting and mapping of stakeholders and their behaviors in some specific situations.
9	Prediction of influence of stakeholders on each other.
10	Prediction of influence of every stakeholder on the project.

11	Possible conflicts in project due to stakeholders and their impact on project.
12	How to resolve conflicts among stakeholders?
13	Management of change in stakeholder's interests.
14	Implementation of project in various parts.
15	Involvement of stakeholders in setting project mission and in making reasonable changes in it, just in accordance to demands and interests of stakeholders.

Project Performance

Project performance is defined as the completion of the project at a right time, in budgeted cost, and in accordance to decided scope help to determine that either company's project has done with high level of performance or not(O'Connor & Yang, 2004). Earned value management is the best technique that is used by companies to measure their performance level. Earned value management is a system by which company determines that for whom the project is done, either they are satisfied or not(Jun, Qiuzhen, & Qingguo, 2011). If yes, then it means that project performance was high but, if stakeholders are not satisfied, then it means that project performance was not high.

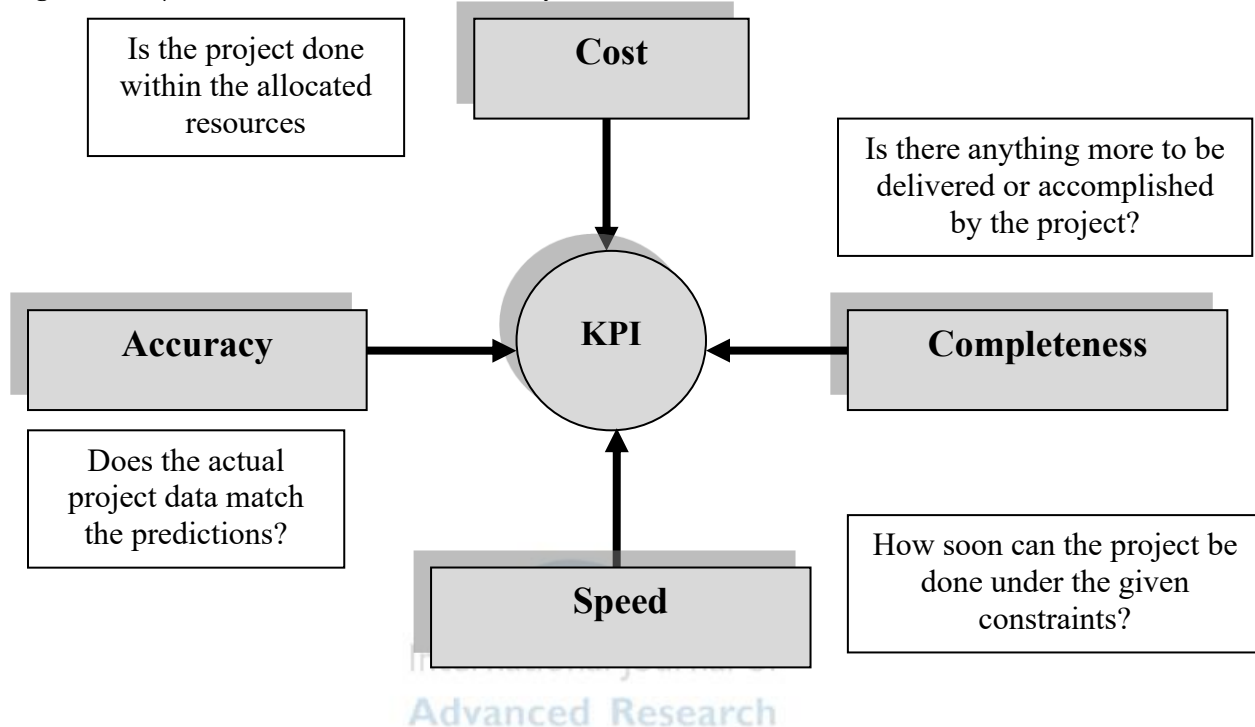
Every project has a large number of stakeholders; clients, suppliers, employees, top management, contractors, society, government, etc.(Anantatmula, 2008). All these stakeholders have a direct impact on the project and project scope, time, and budget directly gets affected by the stakeholders. Stakeholders have their own importance in the project because top management set entire project activities and deliverables by keeping in mind the stakeholders and their interest(Vanhoucke, 2011). Once stakeholders get satisfied with the project and its deliverables, then it means that project performance is high. In the high-level performance of projects, each and every stakeholder of a project

should be satisfied because it is a clear indication that company determine the interest of each and every stakeholder in the desired manner and make best changes to satisfy them(Cho, Hong, & Hyun, 2009). It is a clear indication that company knows well about the management of a project. Researchers have explained that the project performance depends on roles and responsibilities of top management of a company and also on the employees of a company due to their direct involvement in the project, its mission, working on the mission, and achievement of project deliverables(Kim, Han, Kim, & Park, 2009).

Key Performance Indicators in Projects

The top management of a company is responsible to develop plans for the project, its missions, and deliverables so that entire project will done in a desired manner by gaining satisfaction of stakeholders(Parmenter, 2015). The implementation phase of a project need a lot of attention of top management that either each and every phase of the project is accurate in accordance with the predictions that were made in the planning phase(Kazandjian, Matthes, & Wicker, 2003). The true matching of predictions about project with the actual performance of a project is important in every phase of the project so that desired results will be gained.

Figure 1: Key Performance Indicators in Projects



Cost is a major factor in the determination of project performance. If project performance is high then it means that company which is handling the project of client gain success in completing the project within planned budget(Bassioni, Price, & Hassan, 2004). If the cost goes up without any changes in the project, then it is very bad for the reputation of the company and results in conflicts with the client. The increase in project cost results in dissatisfaction among major stakeholders of the project, which is a client, and it is an indication of company's lack of high performance in projects. The increase in project cost means that top management planning and implementation of the project did not work well and additionally, it means that top management does not well inform about the delegation of responsibilities to employees who are actually responsible for performing project functions as indicated in figure 1 (Chan, Scott, & Chan, 2004). Every company wants to complete the project at a right time so that it will gain more projects to increase profitability(Gilbert & Tanguay, 2000). In this key

performance indicator, speed of a project activities matter a lot because if project and its various phases will complete at a right time, then it is an indication of project completion at a right time, which is also very important for the satisfaction of every stakeholder that get affected by project, its activities, and deliverable(Howell & Sheab, 2001). To gain high-level performance in projects, companies always focus on their completeness so that stakeholders will remain satisfied

Very little research was conducted on the internal stakeholders of the projects, especially on the construction projects. However, very little literature is available on project performance and the role of internal stakeholders, including top management and employees. This study is guided by three primary research questions. Firstly, it seeks to identify the specific roles that top management play in influencing project performance. Secondly, it aims to examine the contributions of employees to project outcomes. Finally, it investigates how these distinct roles-both individually and interactively-affect overall project performance, thereby providing a holistic

understanding of the human and organizational factors that drive project success.

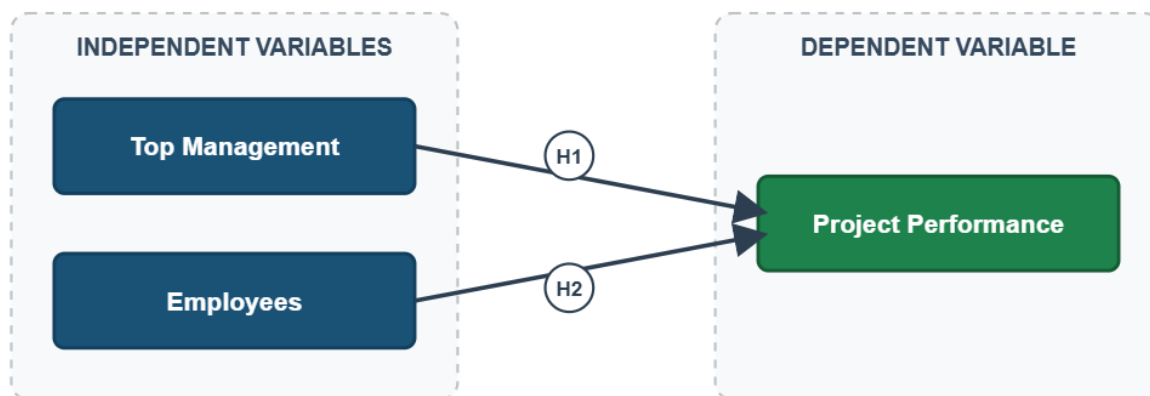
Research Methodology:

Research Design

Based on the research questions outlined, this study posits two main hypotheses. Firstly, it is hypothesized that the roles and functions performed by top management exhibit a positive

and significant relationship with overall project performance (H1). Secondly, in a complementary manner, the contributions and roles of employees are also expected to be positively associated with project performance (H2). Together, these hypotheses establish the foundational framework for investigating how both leadership and workforce dynamics concurrently drive the success of organizational projects.

Figure 2: Theoretical Framework



As shown in figure 2, the variables of the research have their own importance in the entire study because researchers collect data and then analyze it to prove the relationship between the variables. For this purpose, two types of variables are required by the researcher; independent variable and dependent variables. In this study, independent variables are two. The roles of top management and roles of employees are the independent variable of research. On the other hand, project performance is the dependent variable of the research. This study is conducted to prove the relationship between these variables and based on which hypothesis is developed.

Research Approach

The researcher has used deductive research approach in which hypothesis was first developed by the research by keeping in mind the literature of related topics. To prove the hypothesis and to develop a new theory, data was collected from

primary sources based on which hypothesis was accepted or rejected. The results of general situations are always gained with the use of deductive research approach. This research is specifically targeting construction companies of Peshawar but, results can easily be used by other companies of same or different sector, and of different countries (Welman, Kruger, & Mitchell, 2005).

Research Method

Quantitative research methods have been used for collecting and analyzing data, and there are many reasons by which researchers have used this research method as pointed in figure 3. Quantitative research methods helped in producing statistical results which are always considered valid and reliable. Quantitative research motivates researchers to collect data through questionnaires and then later analyzed through SPSS to produce statistical results. The

quantitative research method was used in the research to produce valid, reliable, and clear results for the checking of the relationship

between the role of top management and employees in project performance.

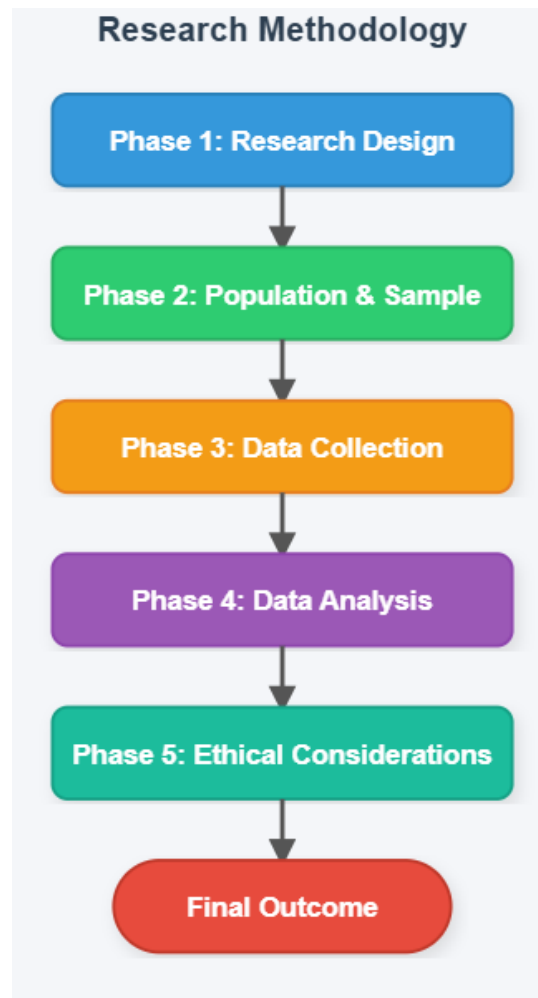


Figure 3: Research Methodology Flow Chart

Sampling Design

Research Population

In this research, the population is based on all the companies of KPK-Pakistan and specifically the construction companies because they could better answer the research question. Past studies have explained that the research population based on individuals on which study was conducted (Creswell, 2002). Only registered construction companies of Kpk Pakistan are the population of research that includes both public and private.

Research Sampling

Research selects a sample with a lot of care and attention that best represents the entire population. There are many methods of selecting research sample but, the most major methods are probability sampling and non-probability sampling (L. W. Neuman, 2002). Probability sampling methods are the processes in which every member of the population have an equal chance of including in research sample. Stratified

sampling, systematic sampling, and random sampling are major forms of probability sampling method. Non-probability sampling method is considered as a method in which not all members of population have an equal chance to select as a sample of research. Judgmental sampling, convenience sampling, and quota sampling are major forms of non-probability sampling methods. In this research, convenience sampling technique was used for the collection of research data. It is a type of non-probability sampling method and sample was selected in a non-random way. Only those research respondents were selected who agreed to fill in the questionnaire and voluntarily. In this way, research respondents provided unbiased answers to the research questions. Due to lack of time for research completion, this sampling method remains best.

The sample size represents the characteristics of the entire population for getting an answer to the research question. In this study, the sample size is 250 and based on the top management, middle management, lower-level management and employees of construction companies of Peshawar; Mohmand Construction Company and Prebuilt Construction Company. This sample size has been selected to bring generalization in results and to remove all possible threats from research and its results. In quantitative research, this sample size of the research is enough to bring validity and reliability.

Data Collection Methods

Tools of Data Collection

Questionnaires have been used as a tool for collecting data. The reason behind choosing questionnaire tool was large in number and most importantly that it helps to collect large amount of data through research respondents at the same time (W. L. Neuman & Robson, 2012). The data collection through questionnaire is cheap, and costs less for researchers.

Pilot Testing

Pilot testing is a process in which researcher present questionnaire to some of the research

respondents for the determination of wording, naming, and questions to check the effectiveness of data collection method (Pickard, 2012). Additionally, in this way, researchers collect the feedback of research respondents in a desired manner so that researchers can make improvement in the questionnaire. All questions on the questionnaire were simple, easy, and clear so that every respondent would understand it and answer in the desired manner. In this research, a questionnaire was presented to 10 respondents for pilot testing and to make improvements. The feedback helped in getting an idea that either questionnaire was understood by respondents or not (Bergman, 2008). All questions on the questionnaire are simple and easy and can answer the research questions. This pilot testing was done after getting the approval of questionnaire tool as a data collection method. Pilot testing helped in removing all threats from the step of data collection process (Patton, 2005).

Questionnaire

In the questionnaire, first three questions were based on demographic questions and after this, total fifteen questions were based on descriptive tests related to the scales of roles of top management, roles of employees, and project performance (Sogunro, 2002). The demographic tests were important to determine gender, experience, and education because highly experienced and highly educated respondents could better answer the research questions. The descriptive questions has developed with the use of Five point Likert scale (Onwuegbuzie & Leech, 2005).

Source of Data

Both primary and secondary data was collected in this research. Secondary data was collected through books, journals, and articles and before setting theoretical framework and variables of research (Brannen, 2005). The primary data was collected through questionnaires and by using questionnaire. This questionnaire is presented in chapter four of the research and secondary data is

presented in the form of a review of the literature based on which research hypothesis and theoretical framework were developed upon which entire study was conducted

Data Analysis; Tools and Techniques

In this research, quantitative method of data collection was used, and questionnaire tool was used in this regard. The quantitative data analysis technique was used for the analysis of quantitatively collected data. SPSS software was used in this regard, and first data was inserted into SPSS and then various tests were applied to gain desired results and to prove the hypothesis, answer the research questions, and to achieve the research objectives. Demographic tests, descriptive tests, correlation test, regression test, and were t-test were applied to the collected data by using SPSS software because it always helps in getting best results. Descriptive tests remained highly beneficial in determining the role of top management and employees in project performance. The use of SPSS converted data into

tables in the form of results, and then these results were interpreted (Bryman, 2006).

SPSS

Data analysis in this study was conducted using the Statistical Package for the Social Sciences (SPSS), a widely recognized software tool for systematic and logical result interpretation. All collected responses were entered into SPSS, permitting the execution of both descriptive and inferential statistical analyses necessary to address the research objectives.

RESULTS AND ANALYSIS

Demographic Tests

Gender of the Respondents

According to the above given table 2 all research respondents (100%) were males because it's a fact that construction companies of both public and private sector always prefer to hire males due to the nature of their tasks. Construction companies demand tasks and responsibilities at sites and in the inside of an organization which can better handle by the males. These male staff members can better answer the research questions.

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	250	100.0	100.0	100.0

Table 3: Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelors	47	18.8	18.8	18.8
Master	185	74.0	74.0	92.8
MPhil	18	7.2	7.2	100.0
Total	250	100.0	100.0	

Education of the Respondents

Most research respondents (74%) responded that they have an education of master's which is a true indication that construction companies prefer to hire highly educated staff to run their projects in the desired manner as shown in table 3. This result is very important for the research because educated staff can better respond to the answers to the questionnaire.

Job Tenure of the Respondents

Table 4 shows that many research respondents (61.6%) responded that they have job experience of 10-15 years, which is a clear indication that they are highly experienced in managing the projects of construction companies. The experience matters a lot to answer the research questions related to the roles of top management and employees in project performance.

Table 4: Job Tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years	40	16.0	16.0	16.0
5-10 years	30	12.0	12.0	28.0
Valid 10-15 years	154	61.6	61.6	89.6
15-20 years	26	10.4	10.4	100.0
Total	250	100.0	100.0	

Descriptive Tests

Overview of Response Patterns: The frequency distribution table 5, presents responses to 15 questionnaire items measured on a five-point Likert scale (ranging from Strongly Agree to Strongly Disagree), with a total sample size of 250 respondents. The items appear to assess perceptions regarding top management roles, employee contributions, and their collective influence on project performance. An initial examination of the frequency counts reveals a general inclination toward positive responses, with many respondents selecting either "Strongly Agree" or "Agree" across most items.

Positive Perception of Management and Employee Roles: Notably, several items received exceptionally high endorsement. For instance, Q1 (183 Strongly Agree, 47 Agree), Q9 (164 Strongly Agree, 39 Agree), Q10 (150 Strongly Agree, 79 Agree), and Q14 (154 Strongly Agree, 74 Agree)

demonstrate strong agreement, suggesting that respondents overwhelmingly acknowledge the critical roles of top management and employees in driving project success. These findings align with the study's hypotheses (H1 and H2), reinforcing the notion that both leadership and workforce contributions are positively perceived as essential determinants of project performance.

Variation in Agreement Levels: While the overall trend is positive, there is notable variation across items. Q2 (55 Strongly Agree, 89 Agree, 56 Disagree, 28 Strongly Disagree) and Q5 (95 Strongly Agree, 66 Agree, 28 Disagree, 27 Strongly Disagree) exhibit more dispersed responses, suggesting that certain aspects of management or employee roles may be perceived differently depending on organizational context, project type, or individual experience. This dispersion warrants further investigation, as it may indicate areas where role clarity, communication, or support mechanisms could be improved.

Table 5: Frequency distribution of questionnaire items measured on a five-point Likert scale.

Q.No	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	183	47	6	2	12
2	55	89	22	56	28
3	128	22	47	31	22
4	78	86	20	45	21
5	95	66	34	28	27
6	149	46	18	26	11
7	145	69	17	16	3
8	114	88	12	22	14
9	164	39	17	22	8
10	150	79	6	13	2
11	159	44	17	28	2
12	133	82	20	7	8
13	113	88	28	13	8
14	154	74	14	8	0
15	142	57	15	23	13

In summary, the frequency distribution table reveals a clear and consistent positive perception among respondents regarding the roles of top management and employees in enhancing project performance. The overwhelming endorsement across most items supports both Hypotheses H1 and H2, confirming that leadership and workforce contributions are positively associated with project success. The limited negative responses and manageable neutral proportions further validate the robustness of the data, strengthening the overall credibility of the research findings.

Statistical Analysis:

Reliability and Correlation Test

The reliability test is very important to determine that variables of the research are reliable or not. Additionally, table 6 also determines whether the scales that are used by the researcher are reliable or not. The value of Cronbach's alpha should be more than 0.50 to say that research variables and its scales used for the development of questionnaire are reliable. The top management, employees, and project performance are reliable variables because their values are more than 0.50. It is an indication that this research, its variables, and scales used in the questionnaire are reliable and valid.

Table 6: Reliability Test Measurement

Variable	Cronbach's Alpha
Top management	0.607
Employee	0.564
Project Performance	0.636

The correlation test should exist between +1 and -1 to say that variables of the research are positively correlated with each other which is very important

to accept or reject the hypothesis as indicated in table 7. Top management of construction companies has correlation values 0.21 and 0.116

with employee and project performance respectively. It is a clear indication that top management of Construction Company is positively related to employee and project performance. This result has accepted hypothesis 1. Additionally, the correlation value of employee with top management and project performance are 0.743 and 0.546 respectively. It is a clear

indication that employees of Construction Company and their roles have a direct impact on the project performance, which means that this result has accepted hypothesis 2. Similarly, project performance is positively correlated with the employee and top management because values are 0.546 and 0.116 respectively.

Table 7: Correlations Measurements

		TM	Emp	PP
TM	Pearson Correlation	1	.021	.116
	Sig. (2-tailed)		.743	.068
	N	250	250	250
Emp	Pearson Correlation	.021	1	.546**
	Sig. (2-tailed)	.743		.000
	N	250	250	250
PP	Pearson Correlation	.116	.546**	1
	Sig. (2-tailed)	.068	.000	
	N	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Regression and T-Tests

The value of adjusted R square (0.304) is less than R square (0.309) which is a clear indication in table 8 and 9 that this research is going in a right direction. The value of adjusted R square is 0.304

which means that top management and employees of construction companies can change project performance by 30.4%. This result has accepted hypotheses 1 and 2.

Table 8: Regression Test Measurement

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	0.556 ^a	0.309	0.304	0.53734

Predictors: Constant, Emp, TM

The T-test has revealed that standard error means less than 0.50 in both pairs; top management and project performance, and employee and project performance. The value of standard error is less than 0.50 in the case of both variables; top management and project performance. This result has accepted the hypothesis 1 in which it is

claimed that top management of Construction Company and its roles are positively related to project performance. Same is the case with pair 2 in which employee and project performance exist. The value of standard error means is 0.40 and 0.40 respectively for employee and project performance. The low standard error means is an

indication of the positive relationship between employee, which is an independent variable and project performance, which is the dependent variable. This result has accepted hypothesis 2 in

which it is claimed that employees of Construction Company are positively related to project performance.

Table 9: Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	TM	3.8048	250	.80139	.05068
	PP	4.2848	250	.64392	.04072
Pair 2	Emp	4.2720	250	.64348	.04070
	PP	4.2848	250	.64392	.04072

To evaluate the proposed relationships, a series of statistical procedures were executed using SPSS, including Pearson correlation tests, multiple regression analyses, Cronbach's alpha reliability tests, and independent samples t-tests. The results of each test provided empirical support for both Hypothesis 1 and Hypothesis 2, confirming that top management and employee roles are significantly and positively associated with project performance in construction companies. Descriptive analyses yielded comprehensive responses to the three guiding research questions, thereby successfully accomplishing the study's objectives. Moreover, the reliability test results indicated that the questionnaire items, variables, and measurement scales possess a high degree of internal consistency, reinforcing the validity of the research findings and affirming the robustness of the data collection instrument.

Discussion, Conclusion and Future Directions

Discussions and Conclusion:

The results of this study emphasize the importance of stakeholder management in enhancing the project performance in the construction industry. The top management as well as the employees are important internal stakeholders whose decisions, skills and commitment can have a direct impact on the success of any project. Top management provides decision making, agrees on the project goals, determines who the stakeholders are and what they need to know, handles risks associated

with the project, and chooses the right procurement methods to get the project done; and employees, through their expertise, skills, and following the project guidelines, make it happen. Good communication and coordination between management and employees help deliver a project on time, improve project quality, keep the project within budget and ensure client satisfaction.

The study used a quantitative research method whereby the data were gathered from questionnaires from the employees and managers of two construction companies. Listed below are the statistical analysis methods that were applied and confirmed that both top management and employee involvement have a positive and significant relationship with project performance. These are correlation, regression, descriptive statistics, t-tests and the analysis of demographic using SPSS. The results of these findings support the proposed hypotheses and show that effective leadership, employee development and stakeholder engagement are crucial to the successful completion of projects. As a result, communication needs to be improved within the company, employee training and development are encouraged, and effective stakeholder management implementation practices are encouraged, to improve project performance and ensure long-term success of the organization.

Future Research Directions:

Future studies are encouraged to choose a qualitative methodological approach with the same fundamental variables as the present findings to further substantiate the present findings. Furthermore, the study should include other organizational settings such as two FMCG, a cement and a textile, to investigate the impact of different roles and responsibilities of the top management and employees on project performance in different manners. Also, a comparative benchmarking analysis between these selected local firms versus their high performing in developed countries is recommended. The cross-national comparisons would be an important step in designing and recommending evidence-based practices and policies for optimizing leadership and workforce positions for overall project effectiveness.

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