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The Influence of Project Leader and SDGs Implementationon Project Success with Management Transformation as a Mediating Variable

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Abstract - *This study examines the effects of Project Leader and SDGs implementation on housing project success, with Management Transformation as mediator. A cross-sectional survey was administered; 150 valid responses were analyzed. Data were collected using structured questionnaires and processed with PLS-SEM two-stage model. Results show all paths significant at $\alpha < 0.05$. Project Leader directly affects project success and indirectly through Management Transformation. SDGs implementation influences Management Transformation and also increases project success. Management Transformation positively affects project success. Mediation tests confirm Management Transformation mediates the effects of Project Leader and SDGs implementation. These findings highlight the roles of leadership, sustainability, and management transformation in improving housing project performance.*

Keywords: *Project Leader, Management Transformation, SDGs, Project Success, PLS-SEM*

I. INTRODUCTION

Figure 1. Master Plan Park Serpong, Tangerang Selatan
Source: (Lippo Karawaci Annual Report, 2022)

The rapid transformation of the property industry in Indonesia has been shaped by evolving consumer preferences, heightened sustainability awareness, and the integration of digital technologies in project management. Within this context, housing development continues to play a central role in driving the national economy. PT Lippo Karawaci Tbk (LPKR), one of the largest property developers in Indonesia, has consistently demonstrated strong performance, with landed houses contributing more than 80% of its total sales in 2024. This highlights the strategic importance of residential projects as both the backbone of corporate growth and a vital component of national development priorities.

The financial performance of LPKR between 2019 and 2024 also reflects the resilience of the property sector amid external challenges such as the COVID-19 pandemic and global market volatility. Efforts in corporate restructuring, governance improvement, and accelerated project implementation have supported sustainable recovery. In this regard, the Park Serpong Project in Tangerang Selatan stands out as a strategic initiative, encompassing 400 hectares of integrated housing, commercial facilities, and green areas. Beyond its scale, the project embodies a commitment to sustainable development principles by integrating the Sustainable Development Goals (SDGs) into its design and execution.

Sustainability in construction projects requires not only technical innovation but also managerial transformation. The Park Serpong Project, for instance, implements strategies such as collaboration with local suppliers, utilization of Building Information Modeling (BIM), flexible scheduling, and technology adoption to mitigate risks related to logistics, material supply, and environmental conditions. These practices demonstrate alignment with SDG 11 (Sustainable Cities and Communities) and SDG 12 (Responsible Consumption and Production), positioning corporate projects as contributors to global sustainability agendas.

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Management transformation plays a pivotal role in ensuring the achievement of project acceleration and sustainability objectives. Guided by Kotter's (1996) model of organizational change, effective transformation demands structural adjustments, leadership commitment, and active stakeholder engagement. Leadership in this context is not only about directing projects but also about fostering innovation, promoting collaborative management, and embedding sustainability values into organizational practices.

Given these dynamics, this study seeks to analyze the interrelationships between project leadership, management transformation, and the integration of SDGs in enhancing project success. Specifically, the research aims to: (1) analyze the direct effect of project leadership on project success, (2) examine the mediating role of management transformation, and (3) evaluate the influence of SDGs implementation on management transformation and project outcomes. By focusing on the Park Serpong Project, this research contributes theoretically by enriching the discourse on leadership, transformation, and sustainability in construction management, and practically by providing strategic insights for practitioners and policymakers in integrating SDGs into project execution.

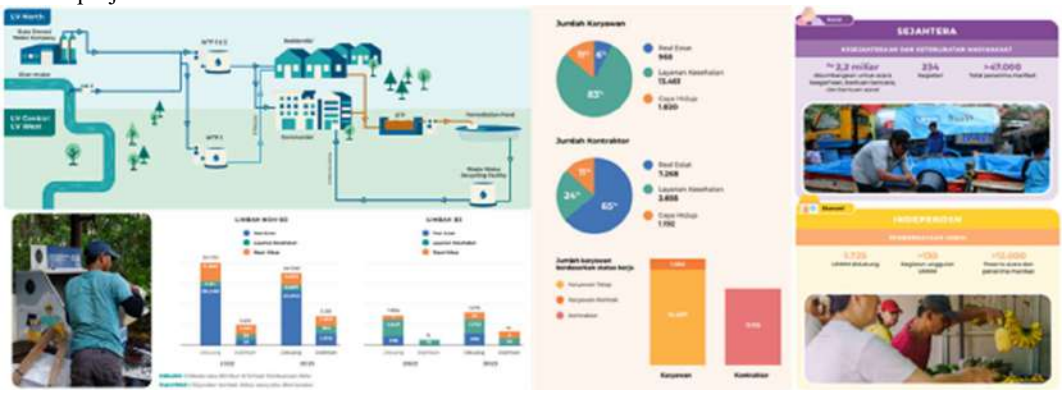


Figure 2. Sustainability Performance: Operations, Environment, Workforce, and Social Responsibility.
Sources : Sumber data : (Lippo Karawaci Tbk, 2023)

2. Literature Review

2.1 Project Leader (PL)

Project leadership refers to the ability of project managers to guide, inspire, and coordinate teams to achieve project goals efficiently and effectively. Bass (1990) emphasized that transformational leaders shape employee behavior and enhance long-term organizational success through vision, trust, and motivation. In project-based settings, leadership is essential to align organizational objectives with team performance. Empirical studies confirm its role in improving outcomes. Maalouf and El Achí (2023) demonstrated that transformational leadership significantly enhances project performance by motivating employees and fostering collaboration. Similarly, Thuy (2024) found that leadership styles moderate the relationship between project complexity and project success, highlighting the need for leaders who adapt to changing contexts. These studies reinforce that project leaders directly contribute to project performance and indirectly through team engagement, making PL a crucial determinant of project success.

2.2 Management Transformation (MT)

Management transformation refers to organizational change initiatives that reshape managerial structures, processes, and culture to improve adaptability. Kotter (1996) argued that transformation requires leadership commitment, stakeholder involvement, and structural alignment. In construction contexts, transformation ensures efficiency and risk control in complex projects. Empirical research supports this link. Fakhruddin et al. (2022) showed that management transformation enhances firm performance by integrating human resource capabilities and innovation. Likewise, Melinda and Sutiangsingih (2024) revealed that managerial transformation through planning, training, and evaluation significantly improves employee effectiveness and project outcomes. These findings confirm that MT is not only a process of adapting structures but also a strategic enabler that ensures competitiveness and sustainability in project environments.

2.3 SDGs Implementation

The United Nations established the Sustainable Development Goals (SDGs) as a global framework to ensure equitable and sustainable development. Alisjahbana and Murniningtyas (2018) explained that the SDGs in

Indonesia serve as a roadmap for energy efficiency, environmentally friendly materials, and social inclusion in development projects. Integrating SDGs into project management fosters both stakeholder trust and long-term value creation. Empirical evidence supports this integration. Moreno-Monsalve et al. (2022) emphasized that SDGs-driven projects create sustainable value by balancing economic, social, and environmental dimensions. Peretti et al. (2024) confirmed that sustainable practices in construction project management positively impact the triple bottom line and long-term competitiveness. Altuwaim et al. (2025) also demonstrated that sustainable construction technologies enhance customer satisfaction in housing projects. Together, these studies underline that SDGs implementation strengthens managerial transformation and directly contributes to project success.

2.4 Project Success (PS)

Project success is commonly defined as the degree to which projects achieve their objectives in terms of time, cost, quality, and stakeholder satisfaction. Kerzner (2017) noted that success indicators include efficiency, stakeholder acceptance, and long-term sustainability. In construction, PS is measured not only by technical performance but also by its contribution to organizational reputation. Empirical studies validate these measures. Watanabe et al. (2024) showed that the triple constraints of time, cost, and scope significantly affect project success, moderated by organizational support. Kabirifar and Mojtahedi (2019) found that efficiency in engineering, procurement, and construction phases directly improves project outcomes in large-scale housing projects. Indriyani and Latief (2024) further emphasized the role of PMBOK-based planning in ensuring effective project control and success in toll-road development. These findings confirm that PS is a multidimensional construct shaped by leadership, transformation, and sustainability factors, making it the ultimate measure of project performance.

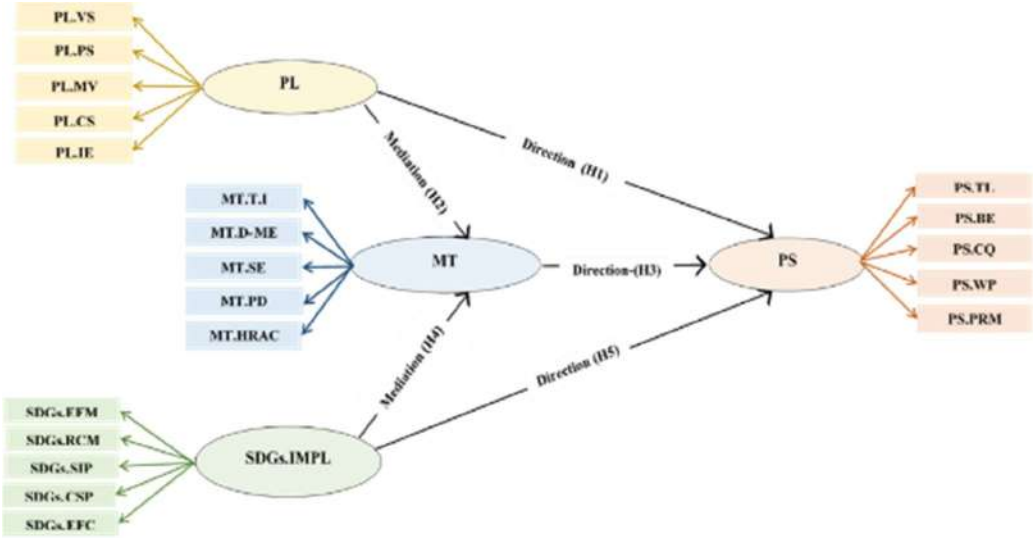


Figure 3. Hypothesis Flow Framework.
Source: (Eskiler & Altunışık, 2021); (Ramli et al., 2020)

Accordingly, the hypotheses proposed are as follows:

- **H1**: Project Leader (PL) has a positive effect on Project Success (PS).
- **H2**: Project Leader (PL) has a positive effect on Management Transformation (MT).
- **H3**: Management Transformation (MT) has a positive effect on Project Success (PS).
- **H4**: SDGs Implementation (SDGs.IMPL) has a positive effect on Management Transformation (MT).
- **H5**: SDGs Implementation (SDGs.IMPL) has a positive effect on Project Success (PS).

II. METHOD

Research Design

This study applies a quantitative research design with an explanatory approach to examine the influence of Project Leader (PL), Management Transformation (MT), and SDGs Implementation (SDGs.IMPL) on Project Success (PS). The analysis is conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) with a Two-Stage Approach, which is suitable for second-order constructs and complex reflective–formative models (Hair et al., 2022).

Population and Sample
The population in this study consists of 240 internal stakeholders directly engaged in the Park Serpong housing project of PT Lippo Karawaci Tbk. Sampling was conducted purposively to ensure respondents had direct involvement in project success. The minimum required sample size was calculated using the Inverse Square Root method (Hair et al., 2022), with Zα = 2.486 and Pmin = 0.203, yielding 150 respondents as the threshold. This conservative benchmark ensures sufficient power for SEM-PLS analysis of complex reflective–formative constructs.

Variables and Measurements
The study involves four main variables:

- **Project Leader (X1)**: measured by indicators of vision, decision-making, motivation, communication, and adaptability (Bass, 1990).
- **Management Transformation (X2)**: measured by indicators of technology adoption, efficiency, stakeholder involvement, digitalization, and HR adaptation (Kotter, 1996).
- **SDGs Implementation (M)**: measured by indicators of eco-friendly materials, recycling, social impact, compliance with sustainability policies, and energy efficiency (Alisjahbana & Murniningtyas, 2018).
- **Project Success (Y)**: measured by indicators of timeliness, cost efficiency, quality, productivity, and risk management (Kerzner, 2017).

Each indicator was assessed using a structured questionnaire ***on a Likert scale*** (1 = **strongly disagree** to 5 = ***strongly agree***)

Data Collection
Primary data were obtained through structured questionnaires distributed to project leaders, managers, engineers, and staff involved in the Park Serpong project. Secondary data were collected from project reports and academic literature on leadership, transformation, sustainability, and project success.

Data Analysis
Data analysis was conducted using SmartPLS 4. The analytical stages included:

1. **Measurement Model (Outer Model):** to test reliability, convergent validity (AVE), and discriminant validity (HTMT).
2. **Structural Model (Inner Model):** to examine path coefficients, R^2 values, and hypothesis testing using bootstrapping.
3. **Mediation Test:** to assess the mediating role of MT between PL, SDGs.IMPL, and PS.
   PLS-SEM with a Two-Stage Approach was chosen to handle reflective–formative higher-order constructs and to provide robust predictive results in complex project management models).

III. RESULT AND DISCUSSION

A. Result

The study collected a total of 150 valid responses, which were used for the final analysis. Respondents' demographic characteristics are summarized in Table 1, showing variations in gender, age, and educational background.

Table 1. The Characteristics of Respondents.

Characteristics	Category	Internal (n)	Total (n)	Percentage (%)
Gender	Man	129		86
	Woman	21		14
Age (years old)	< 30	62		41.3
	30–40	43		28.7
	41–50	31	**150**	20.7
	> 50	14		9.3
Education	High School Graduate	65		43.3
	Associate Degree	26		28
	Bachelor	42		17.3
	Master's/Doctoral	17		11.3
Total Average				**100**

Sources: Data Process by the Researcher,2025

Respondents' perceptions toward variables were also positive, as summarized in ***Table 2***. Project Success (77.50%) achieved the highest mean score, followed by Management Transformation (77.28%), SDGs Implementation (77.18%), and Project Leader (75.82%).

Table 2. Respondents' Perceptions per Variable

Variable	Mean	% Agree + Strongly Agree
Project Leader (PL)	**3.791**	**75.82%**
Management Transformation (MT)	**3.864**	**77.28%**
SDGs Implementation (SDGs.IMPL)	**3.859**	**77.18%**
Project Success (PS)	**3.875**	**77.50%**

Sources: Data Process by the Researcher,2025

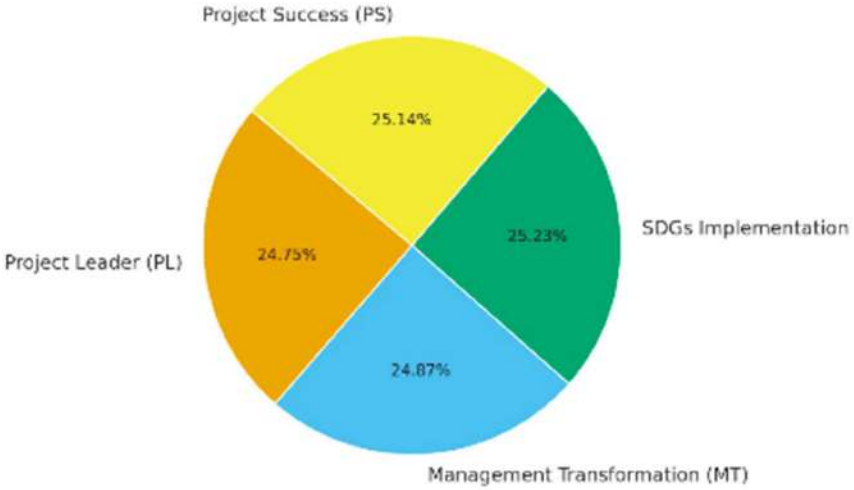


Figure 4. Distribution of Average Scores per Variable.
Sources: *Data Process by the Researcher,2025*

Overall, the majority of respondents expressed *Agree* and *Strongly Agree*, confirming that leadership, transformation, and sustainability practices contribute positively to project success.

B. Measurement Model

The next stage of the analysis involved testing the measurement model to ensure the validity and reliability of each construct. According to Hair et al. (2022), Convergent validity was assessed using the Average Variance Extracted (AVE) and outer loadings. An AVE value above 0.50 indicates that a construct explains more than half of the variance in its indicators, while outer loading values above 0.70 are considered ideal for confirming indicator reliability. Furthermore, reliability testing was conducted using Cronbach's Alpha and Composite Reliability (CR). Both metrics evaluate the internal consistency of the indicators, with values exceeding 0.70 considered acceptable for confirming that the indicators reliably measure their respective constructs.

Table 3. Validity and Reliability – First Order

	Cronbach Alpha	Composite Reliability	Composite Reliability	AVE
MT.D-ME	0.894	0.897	0.922	0.703
MT.HRAC	0.900	0.901	0.926	0.714
MT.PD	0.891	0.895	0.920	0.696
MT.SE	0.910	0.911	0.933	0.736
MT.T.I	0.913	0.916	0.935	0.743
PL.C.S	0.907	0.911	0.931	0.730
PL.I.E	0.910	0.911	0.933	0.736
PL.M.V	0.898	0.902	0.924	0.710
PL.P.S	0.901	0.902	0.927	0.717
PL.V.S	0.899	0.901	0.926	0.714

PS.BE	0.897	0.899	0.924	0.707
PS.CQ	0.914	0.914	0.936	0.744
PS.PRM	0.876	0.879	0.910	0.669
PS.TL	0.897	0.901	0.924	0.709
PS.WP	0.893	0.894	0.921	0.701
SDGs.CSP	0.895	0.897	0.923	0.706
SDGs.EFC	0.894	0.895	0.922	0.703
SDGs.EFM	0.904	0.905	0.928	0.722
SDGs.RCM	0.909	0.910	0.932	0.733
SDGs.SIP	0.885	0.888	0.916	0.686

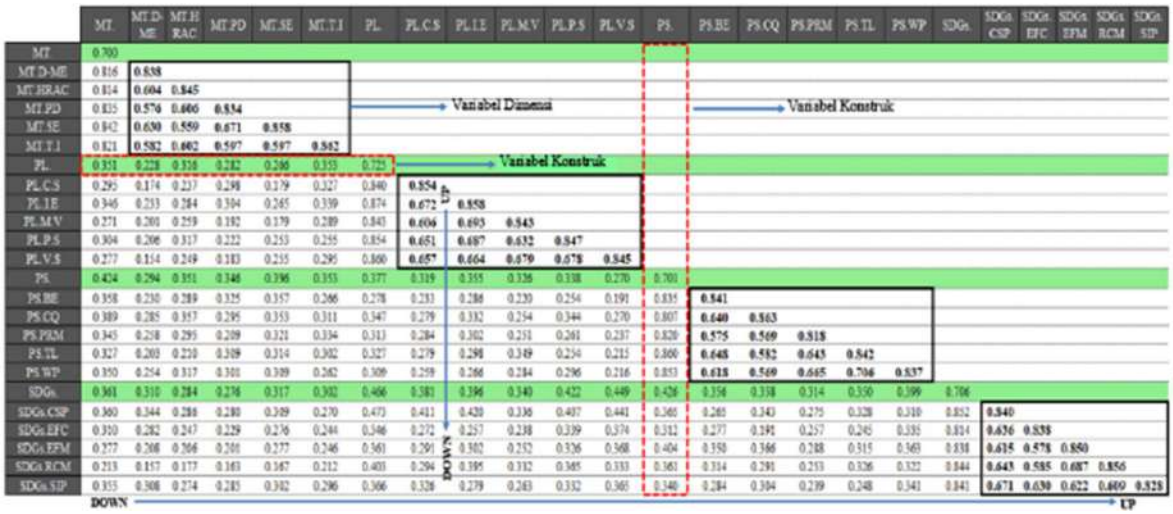
Sources: Data Analyzed by the Researcher,2025

Code :

- **PL** = Project Leader
  VS = Vision
  PS = Problem Solving
  MT = Motivation
  CS = Communication
  IE = Integrity & Exemplary
- **MT** = Management Transformation
  D-ME = Decision-Making Efficiency
  TI = Technology Implementation
  SE = Stakeholder Engagement
  PD = Project Digitalization
  HRAC = Human Resource Adaptation to Change
- **SDGs.IMPL** = SDGs Implementation
  EFM = Environmentally Friendly Materials
  RCM = Recycling of Construction Materials
  SIP = Social Impact of the Project
  CSP = Compliance with Sustainability Policies
  EFC = Energy Efficiency & Carbon Emissions
- **PS** = Project Success
  TL = Timeliness
  BE = Budget Efficiency
  CQ = Construction Quality
  WP = Workforce Productivity
  PRM = Project Risk Management

Based on ***Table 3***, all constructs and their dimensions meet the criteria for reliability and convergent validity in accordance with PLS-SEM standards. The values of Cronbach's Alpha for most constructs are above 0.70, indicating good internal consistency. Similarly, the Composite Reliability (ρa and ρc) values exceed the minimum threshold of 0.70, confirming that the indicators consistently measure their respective constructs. In addition, the Average Variance Extracted (AVE) values are all greater than 0.50, signifying that the variance explained by each construct is higher than the variance due to measurement error. These results strengthen the evidence of convergent validity, demonstrating that the indicators within each construct adequately represent the same underlying concept.

Table 4. Fornell-Larcker



Sources: Data Analyzed by the Researcher,2025

Table 4 presents the results of discriminant validity testing using the Fornell–Larcker criterion. The bold values on the diagonal represent the square roots of AVE for each construct, while the off-diagonal values indicate inter-construct correlations. The results show that the square root of AVE for each construct (e.g., MT = 0.854) is greater than its correlations with other constructs. The same applies to PL, PS, and SDGs, confirming that all constructs meet the criteria for discriminant validity. This finding indicates that each construct is sufficiently distinct from the others, with indicators representing their intended construct more strongly than other constructs, in line with the recommendations of Hair et al. (2022). The first-order measurement model fulfills the criteria of validity and reliability in line with PLS-SEM standards (Hair et al., 2022). Indicator reliability

shows loadings between 0.704 and 0.896, with the lowest (0.704) retained as acceptable. Convergent validity is achieved with AVE values ranging from 0.574 to 0.795, while composite reliability (0.854–0.956) and Cronbach's Alpha (0.801–0.944) confirm strong internal consistency. Discriminant validity using the Fornell–Larcker criterion is also satisfied, as the square roots of AVE exceed inter-construct correlations. These results confirm that the measurement model meets the requirements for further structural analysis.

Table 5. Interpretation of Outer Model Test Results – First Order

Testing Aspect	Ideal Criteria	Result	Conclusion
Reliability	**≥ 0,70**	Range: 0,704 – 0,896; High: 0,896 (PS_TL_2); Low: 0,704 (MT_SE_03)	Borderline is maintained
Convergent Validity	**≥ 0,50**	Range: 0,574 – 0,795; High: 0,795 (PL_IE); Low: 0,574 (SDGs_SIP)	Fulfilled
Composite Reliability	**≥ 0,70**	Range: 0,854 – 0,956; High: 0,956 (MT_TI); Low: 0,854 (PS_PRM)	Very Good
Internal Consistency	**≥ 0,70**	Range: 0,801 – 0,944; High: 0,944 (MT_TI); Low: 0,801 (PS_PRM)	Strong
Discriminant Validity	**< 0,90**	Range: 0,216 – 0,890; High: 0,890 (PL_VS–SDGs_SIP); Low: 0,216 (MT_DME–SDGs_SIP)	Fulfilled

Sources: Data Analyzed by the Researcher,2025

Overall, the results indicate that the measurement model fulfills the requirements of indicator reliability, convergent validity, composite reliability, internal consistency, and discriminant validity, thereby confirming the quality of the constructs for subsequent structural model analysis. The next step is multicollinearity, high multicollinearity can obscure the unique contribution of each dimension to its higher-order construct, leading to biased estimates and inaccurate interpretation. According to Hair et al. (2021), the Variance Inflation Factor (VIF) is commonly used to assess multicollinearity among indicators or dimensions in formative models. A VIF value exceeding the general threshold of 5.0 (or in some references 3.3) indicates high correlation among dimensions, which may compromise the stability of the model estimation.

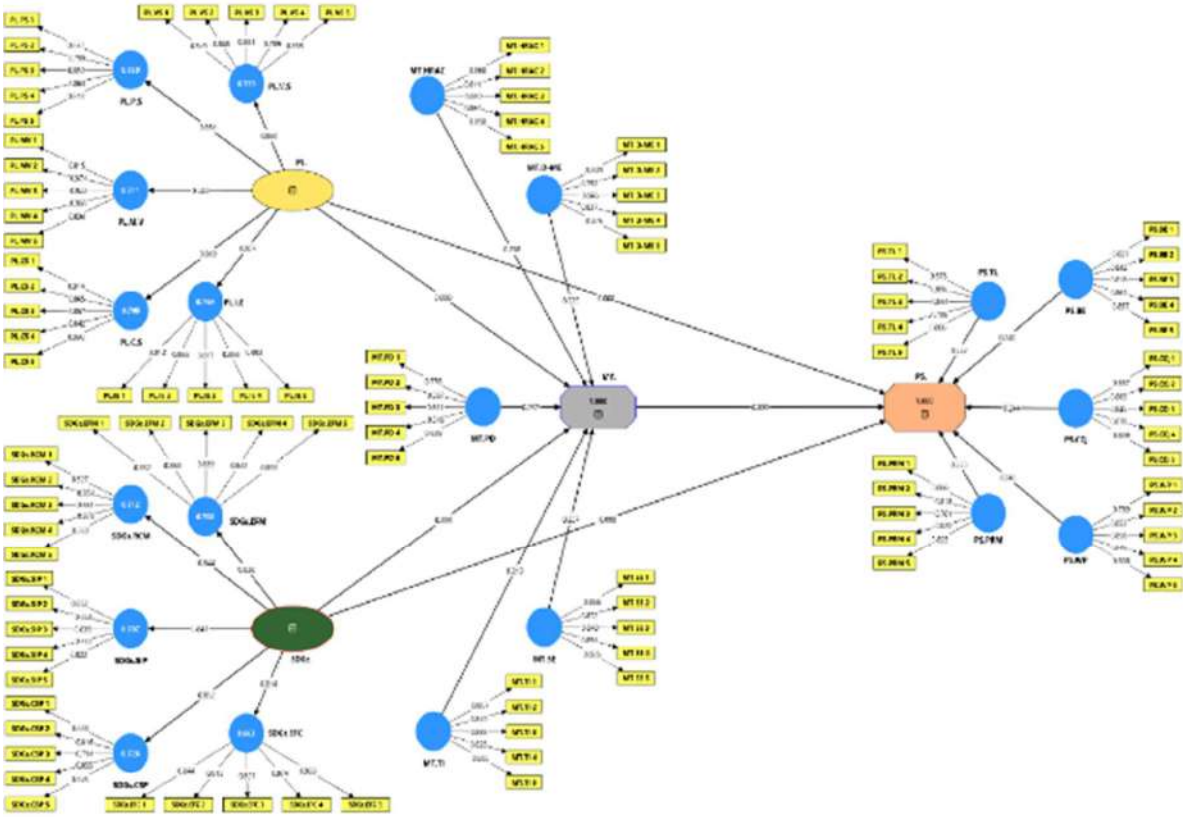


Figure 5. Path Model Visualization with Outer Loadings.
Sources: Data Analyzed by the Researcher – PLS-SEM Version 4, 2025

Table 6. Multicollinearity – Second Order

Relationship Paths Between Constructs	VIF
Project Leader (X1) → Project Success (Y)	**2.063**
Project Leader (X1) → Management Transformation (X2)	**2.027**
Management Transformation (X2) → Project Success (Y)	**2.285**
SDGs Implementation (M) → Project Success (Y)	**2.707**
SDGs Implementation (M) → Management Transformation (X2)	**2.438**

Sources: Data Analyzed by the Researcher,2025

Table 6 shows the collinearity assessment for the structural model using the Variance Inflation Factor (VIF). The VIF values for all paths range from 2.027 to 2.707, which are below the recommended threshold of 5.0 (and also lower than the more conservative limit of 3.3). This indicates that no multicollinearity problem exists among the predictor constructs. Consequently, each exogenous construct provides a unique contribution to explaining the endogenous constructs, ensuring that the structural model estimates remain stable and unbiased (Hair et al., 2021).

The second order in this evaluation aims to ensure that the second-order latent constructs demonstrate internal consistency and adequate indicator representativeness. The results confirm that the four main constructs Project Success (PS), Project Leader (PL), Management Transformation (MT), and SDGs Implementation (SDGs.IMPL) possess strong measurement stability and meet the statistical requirements for further testing in the structural model. These findings support the consistency of the analysis and strengthen confidence in the overall reliability of the model.

Table 7. Outer Weight and Outer Loading – Second Order

Dimension	Construct	Outer Weight	Weight T-Stat	Outer Loading	Loading T-Stat
MT_D-ME	Management Transformation	**0.214**	**18.645**	**0.81**	**49.272**
MT_HRAC		**0.246**	**21.532**	**0.817**	**52.016**
MT_PD		**0.235**	**20.104**	**0.835**	**54.153**
MT_SE		**0.258**	**22.387**	**0.842**	**55.901**
MT_TI		**0.256**	**21.988**	**0.824**	**53.647**
PL_CS	Project Leader	**0.232**	**19.814**	**0.839**	**50.984**
PL_IE		**0.264**	**22.956**	**0.88**	**56.742**
PL_MV		**0.225**	**18.935**	**0.842**	**51.123**
PL_PS		**0.243**	**20.354**	**0.857**	**54.806**
PL_VS		**0.206**	**17.548**	**0.851**	**49.876**
PS_BE		**0.235**	**19.745**	**0.833**	**52.245**
PS_CQ		**0.256**	**21.643**	**0.812**	**50.619**
PS_PRM		**0.227**	**18.906**	**0.822**	**51.484**
PS_TL		**0.232**	**19.275**	**0.854**	**53.912**
PS_WP		**0.248**	**20.856**	**0.854**	**53.807**
SDGs_CSP	SDGs Implementation	**0.261**	**22.345**	**0.858**	**55.946**
SDGs_EFC		**0.223**	**18.674**	**0.813**	**50.127**
SDGs_EFM		**0.249**	**20.915**	**0.838**	**53.204**
SDGs_RCM		**0.211**	**17.985**	**0.831**	**51.089**
SDGs_SIP		**0.25**	**21.025**	**0.848**	**54.008**

Sources: Data Analyzed by the Researcher,2025

To evaluate the contribution of each dimension to its second-order construct, outer weight and outer loading tests were conducted. The results (***Table 7***) indicate that all dimensions are significant, with t-statistics > 1.96 and p-values < 0.05, confirming their substantial role in shaping higher-order constructs. This finding validates the reflective–formative measurement model, as recommended by Hair et al. (2022). Moreover, outer loadings above 0.70 demonstrate convergent validity, while weights above 0.30 indicate practical significance. These results emphasize that the dimensions of Management Transformation, Project Leadership, and SDGs Implementation collectively form robust second-order constructs that are statistically valid and reliable.

As a complementary test for convergent validity, scatter plots were generated to visualize the linear relationship between constructs and their reflective indicators. The results (***Figure 6***) show consistent data patterns across all constructs: SDGs Implementation ($R^2 = 0.5453$), Project Leader ($R^2 = 0.6055$), Management Transformation ($R^2 = 0.6178$), and Project Success ($R^2 = 0.5424$). These R^2 values confirm that each construct explains more than 50% of the variance in its indicators, fulfilling Hair et al.'s (2022) criteria for convergent validity. Combined

with AVE values above 0.50 and HTMT ratios below 0.90, these findings reinforce that the reflective constructs in the model are valid and reliable.

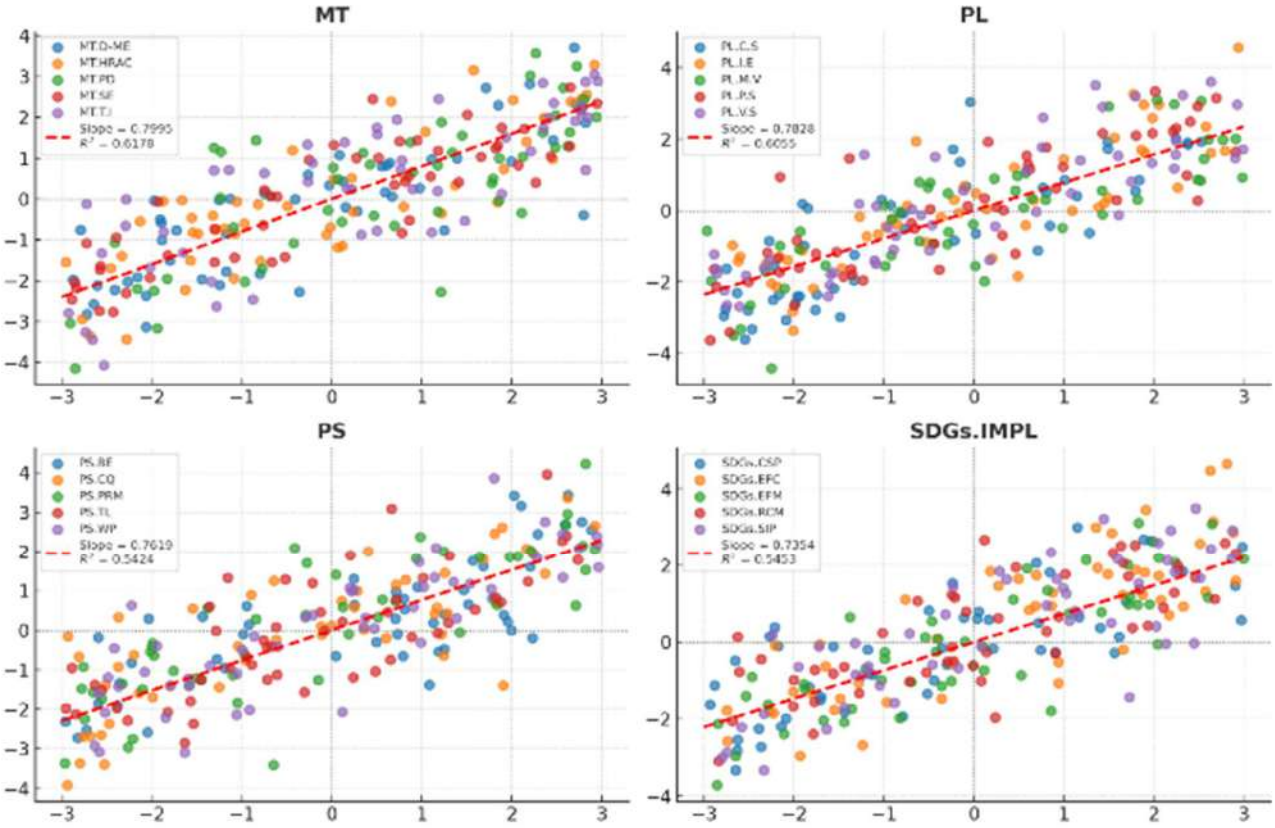


Figure 6. Scatter Plot of Reflective Indicator Relationships.
Sources: Data Analyzed by the Researcher,2025

In summary, the measurement model evaluation provides strong empirical evidence that all constructs are adequately represented by their indicators, possess high internal consistency, and are valid for further structural model testing

Table 8. Validity and Reliability – Second Order

	CA	CR (rho_a)	CR (rho_c)	AVE	Conclusion
Management Transformation	0.883	0.886	0.915	0.682	**Realiable**
Project Leader	0.907	0.912	0.931	0.729	**Realiable**
Project Success	0.891	0.892	0.920	0.697	**Realiable**
SDGs Implementation	0.894	0.898	0.922	0.702	**Realiable**

Sources: Data Analyzed by the Researcher,2025

All indicator values fall within the recommended thresholds by Hair et al. (2022), with Cronbach's Alpha (CA) and Composite Reliability (CR) above 0.70, and AVE exceeding 0.50. The average AVE of 0.702 indicates that more than 70% of the variance in the indicators is explained by their respective constructs, confirming strong convergent validity across all latent variables. The radar chart further illustrates that Project Leader (PL) demonstrates the most dominant performance with a CR (ρa) value of 0.912, while other constructs such as Project Success (PS), SDGs Implementation (SDGs.IMPL), and Management Transformation (MT) also exhibit consistently high and proportional values. The next step is discriminant validity. Discriminant validity is essential to ensure that each construct in the measurement model measures a distinct concept. This study applied the Fornell–Larcker criterion, which compares the square root of the AVE of each construct with its correlations to other constructs. Discriminant validity is achieved when the square root of AVE is greater than the inter-construct correlations. The second-order measurement model meets the discriminant validity criteria based on the HTMT approach, indicating that the theoretically developed dimensions are able to stand independently in

explaining the observed phenomena. The results further confirm that each construct demonstrates adequate discriminant power, with no indication of high collinearity among constructs.

Table 9. Heterotrait-Monotrait Ratio (HTMT) – Second Order

	Management Transformation	Project Leader	Project Success	SDGs Implementation
Management Transformation				
Project Leader	0.389			
Project Success	0.475	0.419		
SDGs Implementation	0.406	0.516	0.476	

Sources: Data Analyzed by the Researcher,2025

The second-order measurement model meets the discriminant validity criteria using the HTMT approach, indicating that the theoretically developed dimensions are able to stand independently in explaining the observed phenomena. As shown in ***Table 9***, all HTMT values are below the recommended threshold of 0.90, confirming that the constructs are statistically distinct. For example, the HTMT value between Management Transformation (MT) and Project Leader (PL) is 0.389, while the value between Project Success (PS) and SDGs Implementation (SDGs.IMPL) is 0.476. These results demonstrate adequate discriminant validity across all constructs, with no indication of high collinearity. According to Hair et al. (2021), the Fornell–Larcker criterion states that discriminant validity is achieved when the square root of a construct's AVE is greater than its correlations with other constructs. Meanwhile, the HTMT approach requires the heterotrait–monotrait ratio to be **below 0.90** to ensure a stricter empirical assessment of discriminant validity.

Table 10. HTMT Fornell Larcker – Second Order

	Management Transformation	Project Leader	Project Success	SDGs Implementation
Management Transformation	**0.826**			
Project Leader	**0.353**	**0.854**		
Project Success	**0.425**	**0.379**	**0.835**	
SDGs Implementation	**0.365**	**0.465**	**0.426**	**0.838**

Sources: Data Analyzed by the Researcher,2025

The diagonal values in ***Table 10*** represent the square roots of the AVE for each construct. These values are 0.826 for Management Transformation (MT), 0.854 for Project Leader (PL), 0.835 for Project Success (PS), and 0.835 for SDGs Implementation (SDGs.IMPL). All diagonal values are higher than the correlations of the respective constructs with other constructs. For example, the correlation between PL and MT is 0.383, which is lower than the square root of AVE for PL (0.854). Similarly, the correlation between SDGs.IMPL and PS is 0.426, which is also lower than the square root of AVE for SDGs.IMPL (0.835). These results indicate that each construct demonstrates good discriminant validity, as they are empirically distinct from one another within the research model.

Table 11. Cross Loading Evaluation – Second Order

	Management Transformation (MT)	Project Leader (PL)	Project Success (PS)	SDGs (SDGs.IMPL)
Decision-Making Efficiency (D-ME)	**0.81**	0.229	0.296	0.314
Human Resource Adaptation to Change (HRAC)	**0.817**	0.317	0.354	0.286
Project Digitalization (PD)	**0.835**	0.284	0.346	0.28
Stakeholder Engagement (SE)	**0.842**	0.265	0.397	0.321
Technology Implementation (TI)	**0.824**	0.353	0.353	0.304
Communication (C-S)	0.296	**0.839**	0.32	0.383
Integrity & Exemplary (I&E)	0.347	**0.88**	0.356	0.395
Motivation (M-V)	0.272	**0.842**	0.325	0.389
Problem Solving (P-S)	0.305	**0.857**	0.339	0.422
Vision (V-S)	0.279	**0.851**	0.271	0.451
Budget Efficiency (BE)	0.358	0.28	**0.833**	0.355
Construction Quality (CQ)	0.389	0.349	**0.812**	0.36
Project Risk Management (PRM)	0.345	0.314	**0.822**	0.313
Timeliness (TL)	0.327	0.328	**0.854**	0.349
Workforce Productivity (WP)	0.35	0.31	**0.854**	0.399

Compliance with Sustainability Policies (CSP)	0.359	0.471	0.365	**0.858**
Energy Efficiency & Carbon Emissions (EFC)	0.309	0.344	0.312	**0.813**
Environmentally Friendly Materials (EFM)	0.277	0.359	0.364	**0.838**
Recycling of Construction Materials (RCM)	0.213	0.404	0.361	**0.831**
Social Impact of the Project (SIP)	0.355	0.364	0.341	**0.848**

Sources: Data Analyzed by the Researcher,2025

The cross-loading results (***Table 11***) show that all indicators load higher on their respective constructs than on others, confirming discriminant validity. For instance, *Decision-Making Efficiency (D-ME)* loads highest on Management Transformation (0.810), *Timeliness (TL)* on Project Success (0.854), *Vision (V-S)* on Project Leader (0.857), and *Compliance with Sustainability Policies (CSP)* on SDGs Implementation (0.855). These findings indicate that each indicator contributes most strongly to its construct, thereby ensuring the adequacy and distinctiveness of the measurement model. To ensure the robustness of the second-order measurement model, an evaluation of reliability, convergent validity, and discriminant validity was conducted for the four main constructs: Management Transformation (MT), Project Leader (PL), Project Success (PS), and SDGs Implementation (SDGs.IMPL). The assessment included Cronbach's Alpha (CA), Average Variance Extracted (AVE), HTMT ratio, Fornell–Larcker criterion, and dominant cross-loading values. The results are summarized in ***Table 12***.

Table 12. Interpretation of Second Order Final Result Test

Construct	CA	AVE	Highest HTMT	Fornell–Larcker (Diagonal)	Cross Loading Dominant	Conclusion
Management Transformation (MT)	0,883	0,682	0,475	0,826	MT.SE *(Stakeholder Engagement)* **(0,842)**	**Valid & Reliabel**
Project Leader (PL)	0,907	0,729	0,516	0,854	PL.IE *(Integrity & Exemplary)* **(0,880)**	**Valid & Reliabel**
Project Success (PS)	0,891	0,697	0,476	0,835	PS.TL *(Timeliness)* **(0,854)**	**Valid & Reliabel**
SDGs Implementation (SDGs.IMPL)	0,894	0,702	0,516	0,835	SDGs.CSP *(Compliance w/ Sustainability Policies)* **(0,858)**	**Valid & Reliabel**

Sources: Data Analyzed by the Researcher,2025

The evaluation of the second-order measurement model indicates that all constructs satisfy the reliability and validity standards recommended by Hair et al. (2022). The values of Cronbach's Alpha, Composite Reliability (CR), and rho_A are all above 0.90, confirming very strong internal reliability. The Average Variance Extracted (AVE) ranges from 0.782 to 0.794, showing that each construct explains more than 78% of the variance in its indicators, thereby confirming convergent validity. Discriminant validity is also established, with all HTMT ratios below 0.90 (maximum = 0.746), and the Fornell–Larcker criterion showing that the square roots of AVE are greater than the correlations between constructs. The cross-loading test further supports discriminant validity, as each indicator loads higher on its intended construct than on others. Finally, collinearity assessment shows that all VIF values are below 5 (ranging from 1.966 to 2.710), indicating no multicollinearity issue among the dimensions. An important step in evaluating the structural model in PLS-SEM is assessing the **coefficient of determination (R^2)**, which measures the predictive accuracy of the model by indicating how much variance in the endogenous constructs can be explained by the exogenous constructs. In addition, the **adjusted R^2** is reported to account for the number of predictors in the model, providing a more conservative estimate. Following Hair et al. (2020), R^2 values of **0.75, 0.50, and 0.25** are classified as substantial, moderate, and weak, respectively. The results of the R^2 analysis in this study are summarized below.

Table 13. R-Square Model – Second Order

Endogen's Construct	R^2	R^2 Adjusted	T Statistik	P Value	Interpretation
Project Success	**0.286**	**0.271**	4.175	0.000	The model is able to explain 28.6% of the variance in PS (low to moderate); significant
Management Transformation	**0.176**	**0.165**	2.898	0.002	The model is able to explain 17.6% of the variance in MT (low); significant

Sources: Data Analyzed by the Researcher,2025.

The structural model results indicate that all hypothesized paths are statistically significant, confirming the robustness of the proposed framework. Management Transformation (MT) exerts the strongest effect on Project Success (PS) (β = 0.275; p = 0.000), while Project Leader (PL) positively influences MT (β = 0.234; p = 0.002) and contributes directly to PS (β = 0.167; p = 0.018). In addition, SDGs Implementation (SDGs.IMPL) significantly drives MT (β = 0.256; p = 0.002) and directly enhances PS (β = 0.249; p = 0.001). These findings emphasize that leadership, management transformation, and sustainability practices jointly determine project success by fostering adaptability, innovation, and long-term competitive advantage.

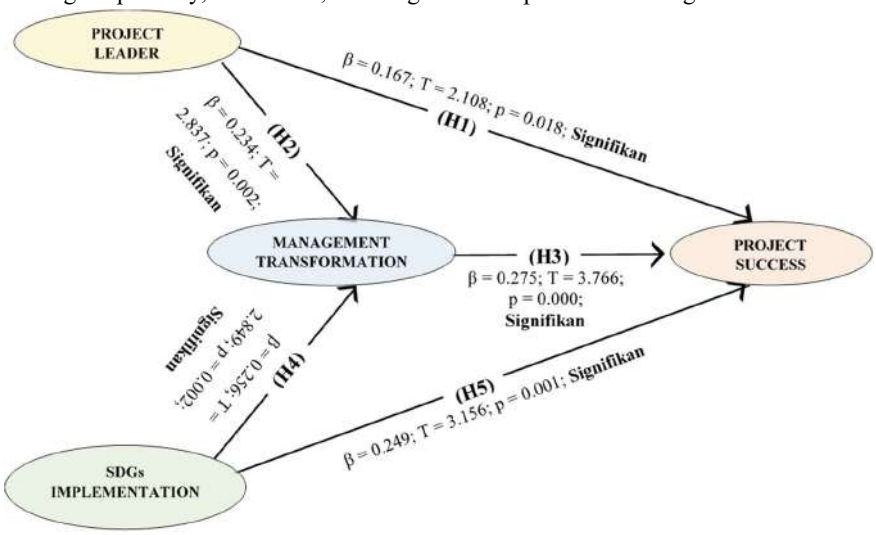


Figure 7. Hypothesis Testing Framework.
Sources: Data Analyzed by the Researcher,2025

Management transformation shows the strongest effect on project success, underscoring its role in adaptability and stakeholder alignment. Project leadership and SDGs implementation also contribute significantly, both directly and indirectly, reinforcing that sustainable practices and transformational capacity are key drivers of successful project outcomes.

Table 14. Results of Second-Order Structural Model Hypothesis Testing

Hypothesis Code	Relationship Between Variables	(β)	T-Stat	P-Value	R^2	Results
H1	Management Transformation → Project Success	0.275	3.766	**0.000**	0.286	**Signifikan**
H2	Project Leader → Management Transformation	0.234	2.837	**0.002**	0.176	**Signifikan**
H3	Project Leader → Project Success	0.167	2.108	**0.018**	0.286	**Signifikan**
H4	SDGs Implementation → Management Transformation	0.256	2.849	**0.002**	0.176	**Signifikan**
H5	SDGs Implementation → Project Success	0.249	3.156	**0.001**	0.286	**Signifikan**

Sources: Data Analyzed by the Researcher,2025

The results show that Project Success (PS) and Management Transformation (MT) have R^2 values of 0.286 and 0.176, respectively, both of which fall into the weak category. The adjusted R^2 values are 0.271 for PS and 0.165 for MT, indicating that the model is able to explain the variability of the two endogenous constructs at a modest level. Furthermore, the significance test using bootstrapping reveals T-statistics > 1.96 and p-values < 0.05, confirming that the contributions of the exogenous constructs to the endogenous constructs are statistically significant. predictive relevance (Q^2) plays an important role as an indicator of the model's ability to predict endogenous constructs. According to Hair et al. (2022), Q^2 values obtained through the blindfolding procedure or the PLS Predict approach indicate how well the model can predict indicator values based on their associated latent constructs. Specifically, PLS Predict enables comparison of prediction errors between the PLS model and a benchmark model such as linear regression (LM). If the prediction error (measured by RMSE or MAE) of the PLS model is lower than that of the LM, the model can be empirically confirmed to have good predictive quality (Shmueli et al., 2019).

Table 15. Predictive Relevant (Q-Square) – Second Order

Endogen's Construct	Error Method	Q^2 Predict	Interpretation
Project Success (PS)	RMSE	0.197	Moderate Predictive Relevance
Management Transformation (MT)	RMSE	0.146	Moderate Predictive Relevance (lower)

Sources: Data Analyzed by the Researcher,2025

Based on the PLS Predict output for the second-order model presented in ***Table 15***, the Q^2 values for all endogenous constructs (MT and PS) are above the threshold of 0.25, which, according to Hair et al. (2022), can be categorized as moderate predictive relevance. This indicates that the structural model not only explains the phenomenon based on observed data (explanatory power) but also possesses adequate ability to statistically predict new data. In particular, the endogenous construct Project Success (PS) shows a Q^2 value of 0.197, reflecting reasonably accurate predictive capability. Similarly, Management Transformation (MT) also demonstrates a Q^2 value within the range of moderate predictive power. These findings strengthen the justification that the model is suitable for practical applications and strategic decision-making. To evaluate the relative contribution strength of each predictor construct to the endogenous constructs in the structural model, the effect size (f^2) is employed. This analysis is essential for identifying the magnitude of influence exerted by each exogenous variable in explaining an endogenous variable, thereby complementing the information provided by R^2 (Hair et al., 2022). Moreover, incorporating f^2 alongside R^2 and Q^2 provides a more comprehensive assessment of model quality, ensuring that the evaluation captures both explanatory accuracy and predictive strength across multiple dimensions relevant to managerial practice and theoretical contribution. This integrative approach allows researchers not only to validate the statistical robustness of the model but also to understand the relative effect size of each construct, evaluate the stability of predictive paths, and identify areas where theoretical refinements may be necessary.

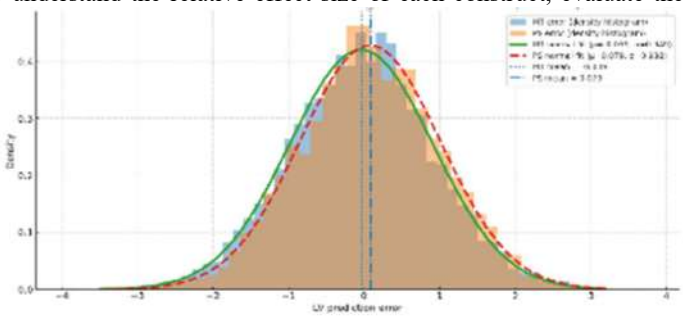


Figure 8. Histogram Error Prediksi (Residual MT vs PS).
Sources : Data Analyzed by the Researcher - PLS SEM 4, 2025
(Joseph F. Hair Jr. et al., 2022)

For practitioners, the combined use of f^2, R^2, and Q^2 provides actionable to insights into how useful for leadership, management transformation, and to sustainability the practices collectively shape project outcomes, offering a holistic diagnostic tool that bridges methodological of rigor with strategic decision-making in the organizational contexts.

Table 16. F Square – Second Order

	Original sample	Sample mean	Standard deviation	T statistics	P values
Management Transformation -> Project Success	0.087	0.098	0.054	1.622	0.052
Project Leader -> Management Transformation	0.052	0.062	0.041	1.282	0.100
Project Leader -> Project Success	0.029	0.038	0.032	0.920	0.179
SDGs Implementation -> Management Transformation	0.062	0.074	0.050	1.244	0.107
SDGs Implementation -> Project Success	0.064	0.074	0.045	1.425	0.077

Sources: Data Analyzed by the Researcher, 2025

Based on the effect size (f^2) analysis presented in ***Table 16***, all relationships in the structural model fall into the small category according to Hair et al. (2022). Specifically, Management Transformation shows a small effect on Project Success ($f^2 = 0.087$), while Project Leader exerts small effects on both Management Transformation ($f^2 = 0.052$) and Project Success ($f^2 = 0.029$). Similarly, SDGs Implementation demonstrates small effects on Management Transformation ($f^2 = 0.062$) and Project Success ($f^2 = 0.064$). In addition, Management Transformation has a small effect on SDGs Implementation ($f^2 = 0.066$). These findings suggest that, although statistically significant, the relative contribution of each predictor to the endogenous constructs remains modest, highlighting the complexity of factors influencing Project Success, Management Transformation, and SDGs Implementation. The evaluation of Goodness of Fit (GoF) as an additional measure in the second-order

structural model was conducted to confirm the overall fit of the research model with the empirical data. Although the use of GoF indices in SEM-PLS has become less recommended and is increasingly replaced by the SRMR (Hair et al., 2022), this study employs the GoF index as a complementary analysis, following the guidance of recent literature such as Al-Zwainy & Al-Marsomi (2023).

Table 17. Evaluation of Second Order Fit Model with SRMR and GoF Index

Model Fit Index	Result	Threshold	Interpretation	Reference
SRMR	0,052	≤ 0,08	Good Fit	Hair et al. (2022)
GoF	0,398	≥ 0,36	Large Fit	Al-Marsomi & Al-Zwainy (2023)

Sources: Data Analyzed by the Researcher, 2025

Table 17 shows that the SRMR index value is 0.052, indicating an excellent fit of the second-order model, as it is below the recommended threshold of ≤0.08 (Hair et al., 2022). In addition, the GoF index value of 0.398 is classified as high, reflecting strong global model fit in line with the general guidelines proposed by Tenenhaus et al. (2005) and supported by recent studies such as Al-Marsomi and Al-Zwainy (2023). Therefore, although GoF is no longer considered a primary measure in PLS-SEM model evaluation according to recent recommendations, its use in this study remains relevant as a complementary analysis that strengthens the SRMR-based evaluation. At this stage, hypothesis testing focuses on analyzing the relationships among the main latent variables in the second-order model using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The evaluation was conducted not only for **direct effects**, but also for **indirect effects** and **total effects**, enabling a comprehensive understanding of the primary influence pathways as well as mediating relationships among constructs in the research model. This analysis also allows for the identification of mediation or intervening effects, thereby providing a holistic view of the contribution of each variable in explaining the phenomenon under investigation.

Table 18. Hypothesis Result Direct Effect – Second Order

Hypothesis	Relationship Between Variables	(β)	T-Stat	P-Value	R^2	Status
H1	Management Transformation → Project Success	0.275	3.766	**0.000**	0.286	**Significant**
H2	Project Leader → Management Transformation	0.234	2.837	**0.002**	0.176	**Significant**
H3	Project Leader → Project Success	0.167	2.108	**0.018**	0.286	**Significant**
H4	SDGs Implementation → Management Transformation	0.256	2.849	**0.002**	0.176	**Significant**
H5	SDGs Implementation → Project Success	0.249	3.156	**0.001**	0.286	**Significant**

Sources: Data Analyzed by the Researcher, 2025

Table 19. Hypothesis Result Indirect Effect – Second Order

	Original sample	Sample mean	Standard deviation	T statistics	P values
Project Leader -> Management Transformation -> Project Success	0.065	0.067	0.031	2.066	0.019
SDGs Implementation -> Management Transformation -> Project Success	0.071	0.072	0.031	2.3	0.011

Sources: Data Analyzed by the Researcher,2025

The second-order structural model analysis indicates that all five hypothesized paths are statistically significant, providing strong empirical support for the research framework. The path from Management Transformation (MT) to Project Success (PS) shows the strongest effect (β = 0.275; t = 3.766; p = 0.000). This result highlights that transformation in management practices such as adaptability, stakeholder alignment, and process improvement plays a crucial role in determining the success of projects. A highly significant effect at this level provides robust evidence that project success is not only a function of technical factors but also strongly dependent on the organization's ability to transform its management approach. The relationship between Project Leader (PL) and Management Transformation (MT) is also positive and significant (β = 0.234; t = 2.837; p = 0.002). This implies that competent project leadership fosters transformation within organizations. Leaders who are able to communicate a clear vision, motivate teams, and provide exemplary integrity create the conditions for management transformation to occur.

The result supports leadership theories which stress that leaders act as change agents in ensuring alignment between organizational practices and transformation goals. Furthermore, the path from Project Leader (PL) to Project Success (PS) is significant (β = 0.167; t = 2.108; p = 0.018). Although the coefficient is smaller compared to other relationships, it demonstrates that project leaders contribute directly to the achievement of project objectives while also influencing outcomes indirectly through management transformation. The influence of SDGs Implementation (SDGs.IMPL) on Management Transformation (MT) is also statistically significant (β = 0.256; t = 2.849; p = 0.002). This finding shows that the integration of sustainability principles within project activities encourages management to adopt more adaptive and innovative approaches, while institutionalizing long-term value creation by aligning operational processes with environmental standards, social inclusion, and stakeholder engagement. Finally, the path from SDGs Implementation (SDGs.IMPL) to Project Success (PS) is positive and significant (β = 0.249; t = 3.156; p = 0.001). This suggests that projects which embed SDGs principles—such as compliance with environmental standards, stakeholder engagement, and long-term value creation—are more likely to achieve success. This supports the growing body of evidence that sustainable practices are not a constraint, but rather a source of competitive advantage and performance improvement in project outcomes.

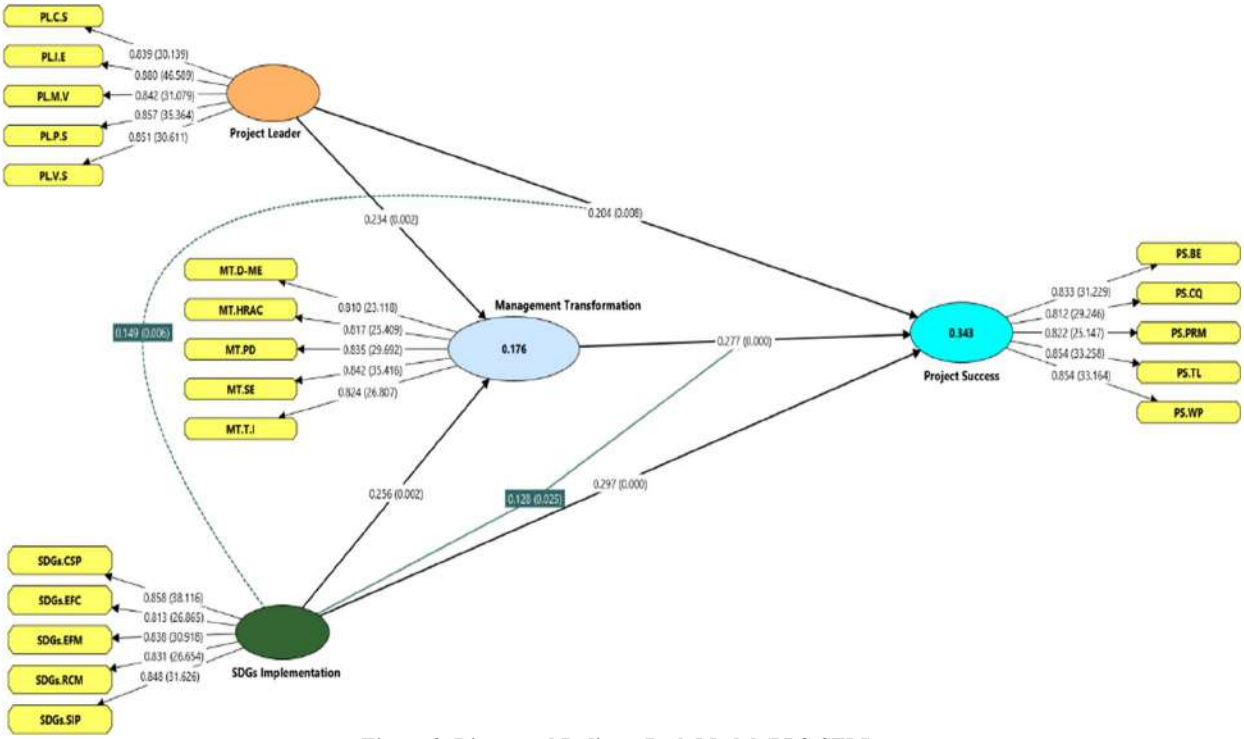


Figure 9. Direct and Indirect Path Model (PLS-SEM).
Sources: Data Analyzed by the Researcher,2025

Collectively, these findings confirm that project leadership, management transformation, and SDGs implementation are interconnected drivers of project success, providing a comprehensive and holistic picture of how organizational and sustainability factors interact to influence success in project-based industries, particularly in contexts where complexity and uncertainty demand strategic leadership and adaptive managementt, particularly in contexts where complexity and uncertainty demand strategic leadership and adaptive management, enabling organizations to achieve resilience, long-term sustainability, and continuous competitive advantage in dynamic project environments.

C. Discussion

The results of this study confirm the significant relationships among Project Leader (PL), Management Transformation (MT), SDGs Implementation (SDGs.IMPL), and Project Success (PS). The structural model validated through PLS-SEM demonstrates that the hypothesized paths are statistically significant at $\alpha < 0.05$, supporting the theoretical foundations described in the literature review.

H1: Project Leaders (PL) → Project Success (PS)
The analysis shows that PL has a positive and significant effect on PS ($\beta = 0.167$, $p < 0.05$). This supports Bass (1990), who emphasized that transformational leadership fosters vision, motivation, and guidance to improve project outcomes. In the Park Serpong Project, effective project leaders ensure task coordination, communication, and problem solving, which directly improve timeliness, efficiency, and quality performance. These findings confirm that PL is a direct driver of PS in property development projects.

H2: Project Leaders (PL → Management Transformation (MT)
The results also indicate that PL significantly affects MT ($\beta = 0.234$, $p < 0.05$). This aligns with Kotter (1996), who stated that leadership commitment and stakeholder involvement are crucial for successful organizational transformation. In the context of PT Lippo Karawaci's Park Serpong Project, PL drives digital integration, managerial adaptation, and collaborative practices. This confirms that leadership influences PS indirectly by enabling managerial transformation.

H3: **Management Transformation (MT) → Project Success (PS)**
The relationship between MT and PS ($\beta = 0.275$, $p < 0.05$) demonstrates that managerial transformation significantly improves project performance. Transformations in decision-making, human resource adaptation, and process integration reinforce risk control and efficiency. This is consistent with organizational change theory, which argues that structural innovation and adaptation directly contribute to project success. Hence, MT is a strategic enabler of PS.

H4: Implementation SDGs (SDGs.IMPL) → Management Transformation (MT) and Project Success (PS)
SDGs.IMPL significantly affects MT ($\beta = 0.256$, $p < 0.05$) and directly impacts PS ($\beta = 0.249$, $p < 0.05$). These results validate that sustainability practices strengthen transformation and outcomes simultaneously. Alisjahbana and Murniningtyas (2018) argue that applying sustainability indicators such as energy efficiency, eco-friendly materials, and social inclusion increases organizational value and reputation. In Park Serpong, SDGs-based practices improve stakeholder trust and enhance long-term competitiveness.

H5: Mediation of Management Transformation (MT)
The mediation test confirms that MT mediates the effect of PL and SDGs.IMPL on PS. This aligns with Hair et al. (2022), who recommend mediation testing in second-order models. These findings highlight that leadership and sustainability achieve optimal impact on PS when supported by transformation in management practices. MT thus serves as a bridge linking leadership and sustainability to project outcomes.

In summary, the findings underline that PL, MT, and SDGs.IMPL collectively determine PS. Leaders set direction, transformation ensures adaptability, and SDGs embed sustainability. For PT Lippo Karawaci's Park Serpong Project, the synergy of these factors provides clear managerial implications to improve housing project performance and sustainable competitiveness.

IV. CONCLUSION

This study examined the influence of PL, MT, and SDGs.IMPL on PS within PT Lippo Karawaci's Park Serpong Project, with MT as a mediating variable. The analysis using PLS-SEM validates that all hypothesized relationships are significant. First, PL directly improves PS and indirectly through MT. Second, MT itself significantly enhances PS. Third, SDGs.IMPL strengthens MT and directly boosts PS. Finally, mediation results confirm that MT mediates the effect of PL and SDGs.IMPL on PS. Overall, this study contributes to the literature by empirically validating that leadership, transformation, and sustainability are mutually reinforcing factors essential for achieving project success in the property development sector. These findings underscore that project success is shaped by both organizational dynamics and sustainability orientation. Leadership not only guides project execution but also builds a culture of trust, innovation, and accountability that enables transformation. Management transformation, in turn, acts as a strategic mechanism to integrate stakeholder expectations, digital solutions, and adaptive decision-making, ensuring long-term resilience. Meanwhile, embedding SDGs into project management strengthens competitiveness by aligning operational outcomes with environmental and social priorities. Together, these interrelated factors highlight the importance of adopting a holistic approach where leadership, transformation, and sustainability reinforce each other. For practitioners,

this means that improving project success requires not only technical excellence but also visionary leadership, continuous transformation, and sustainable practices that deliver long-term value. For scholars, the study contributes to bridging leadership and sustainability research in construction project management.

Figure 10. Enhancing Project Success through Leadership & SDGs Implementation.
Sources: Data processed by the researcher, 2025

V. RECOMMENDATIONS

Practical Recommendations
Project leaders and managers in the housing sector are advised to integrate SDGs principles into project KPIs, strengthen management transformation through digitalization and stakeholder engagement, and provide leadership training focused on adaptability and sustainability. These practices will enhance project performance, ensure long-term competitiveness, and improve organizational resilience.

Theoretical Recommendations
Future research should extend this model by testing additional variables such as digital leadership, organizational culture, or stakeholder trust. Studies across different industries or using longitudinal designs are also recommended to validate the generalizability of the findings and deepen theoretical contributions.

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