

Jimma University
Collage of Business and Economics
Masters of Business Administration

Effect of leadership style on project performance: a case of construction project manager in kaffa zone

A Research submitted to the School of Graduate Studies of Jimma University College of Business and Economics in Partial fulfillment of the requirements for the Degree of Masters of Business Administration

By: **Anuar Negussie Asfaw**

September, 2019
Jimma, Ethiopia

Jimma University
Collage of Business and Economics
Masters of Business Administration

Effect of leadership style on project performance: a case of construction project manager in kaffa zone

By: **Anuar Negussie Asfaw**

Advisor: Dr. Chalchissa A. (PhD), Associate Professor

Co-Advisor: Mss. Lellisa Kumera(MA)

DECLARATION

This Research is my original work and has not been presented for a degree in any other university.

Anuar Negussie Asfaw

Researcher

Date / Signature

This Research has been submitted for examination with my approval as university supervisor.

Dr. Chalchissa A. (PhD), Associate Professor

Advisor

Date / Signature

Mss. Lellisa Kumera (MA)

Co-Advisor

Date / Signature

ACKNOWLEDGEMENTS

First and for most I would like to glorify Almighty God for helping me through the entire situation I passed in doing this research.

First is Dr. Chalchissa A.(PhD), Associate Professor, My advisor. It is through his invaluable insights, guidance and critique that this research work is complete and co-advisor Ms. Lelissa K. (MA) for all limitless efforts in guiding me during the research study. I would also like to appreciate my beloved wife at work for her encouragement, support and invaluable advice.

Likewise, I would like to extend my gratitude to the School of Graduate Studies of Jimma University College of business and economics for allowing me the opportunity to advance my studies. In addition; I would like to express my sincere gratitude to all who have given me assistance in obtaining the information and data related to this research study work.

ABSTRACT

The purpose of the study was to assess the effect of leadership style on project performance of construction project manager in kaffa zone, to achieve this objective, relationship between components of leadership style, Leadership Experience to construction project performance were analyzed. This study focused on ongoing public construction projects in kaffa zone, SNNP/Ethiopia. The study respondents comprised construction project managers, project team members and community leaders in ongoing construction projects of kaffa zone. The study used a descriptive survey design targeting a population 65 ongoing projects within the study area. Questionnaire were administered to at least for one project manager, one project team member, one community leader from each project selected from the sampled 56 projects identified using stratified random sampling technique. Questionnaires had both open and closed ended questions. A pilot test was done and a reliability test score was 0.805. Data analysis was performed using SPSS version 20.the study used simple descriptive statistics. The results were presented in frequencies distribution tables, percentages and charts. The finding of the study conclude transformational leadership style had the most influence on performance of construction projects on kaffa zone with aggregate mean of 3.62.Leadership experience was the second with aggregate mean of 3.55. Transactional leadership style had the least influence on performance of construction projects on kaffa zone with aggregate mean of 3.01. In conclusion the study found that majority of a project experience significant budget and time over run and it can be conclude that project objective achievement and beneficiary satisfaction was the most important parameter of project performance on kaffa zone. The study also found that although transformational leadership style to be the best it is imperative for project managers to adopt individual aspects of transactional leadership styles with significant influence to project performances in order to improve performance of construction projects. The study recommended that managers adopt transformational leadership style and project managers experience that support by leadership skill have a great impact to ensure effective performance of projects. The study also recommend transactional leadership styles compromising using motivations like reward and recognition schemes for their workers to have some level of job satisfaction. The study suggested further studies to be done on number of organization and can enlarge a bigger sample data size in different industries such as travel, banking and hospitality on aspects of projects performance and leadership styles.

Key words: Transformational Leadership Style, Leadership Experience, Project Performance

Table of Contents

DECLARATION	iii
ACKNOWLEDGEMENTS.....	iv
ABSTRACT	5
CHAPTER ONE	11
1. Introduction	11
1.1 Background.....	11
1.2 Statement of the Problem	13
1.3 Research Questions	14
1.4 Objectives of the study	14
1.4.1 General Objective	14
1.4.2 Specific objectives.....	14
1.5 Significance of the Study.....	14
1.6 Scope of the Study	15
1.7 Limitation of the Study.....	15
CHAPTER TWO	16
2. LITERATURE REVIEW	16
2.1 Leadership.....	16
2.1.1 Leadership and management	16
2.1.2 Factors Determining Leadership Style	16
The Influence of the Leader's Personality	17
The Influence of the Leader's Mentoring	17
Employees' Personalities and Responses to Leadership Styles	17
Types of Task Requiring Different Leadership Styles	17
2.1.3 Leadership styles.....	18
2.1.4 Leadership style Effectiveness	22
2.2 Leadership in construction Industry	23
2.3 Project Performance	23
2.3.1 Transactional Leadership style and performance of construction projects	25
2.3.2 Transformational Leadership style and performance of construction projects	25
2.4 Relationship between leadership characteristics and project success /failure.....	27
2.5 Conceptual Frame Work	27

Independent Variable	Dependent Variable	28
.....	28
.....	28
.....	28
.....	28
CHAPTER THREE	29
3. MATERIALS AND RESEARCH METHODOLOGY	29
3.1 INTRODUCTION	29
3.2 The Study Area	29
3.3 Research Design	29
3.4 study Period	30
3.5 Target Population.....	30
3.6 Sampling Design.....	31
3.6.1 Sampling Technique	31
3.6.2 Sample Size	31
3.7 List of Variables	32
3.8 Data Collection Instrument	32
3.8 .1 Pilot Testing.....	32
3.8 .2 Validity of the Research Instrument	32
3.9 Data Collection Procedure	33
3.10 Data Processing and Analysis.....	33
3.10.1 Reliability of Data	33
3.10.2 Mean Index Score	34
3.11 Ethical Consideration	34
Chapter Four	35
4. Data Analysis and Interpretation	35
4.0 Introduction	35
4.1 Questioner Response Rate.....	35
4.2 Demographic and General Information.....	36
4.2.1 Gender of the Respondent.....	36
4.2.2 Age of Respondents	36
4.2.3 Level of Education.....	37

4.2.4	Length of Service.....	38
4.2.5	Job Title	38
4.3	Reliability Check – Cronbach’s Alpha	39
4.4	Leadership Styles and Project Performance	40
4.5	Transactional Leadership style and Project Performance	41
4.6	Transformational Leadership style and Project Performance	41
4.7	Leadership Experience and Project Performance	42
4.8	Performance of Construction Projects on Kaffa Zone	44
4.9	Regression Analysis.....	45
4.9.1	Model Diagnostic Test.....	45
Chapter Five		51
5.	SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION	51
5.0	Introduction	51
5.1	Summary of Findings.....	51
5.1.0	Leadership style on performance of construction project.....	51
5.1.1	Transactional leadership style on performance of construction project.....	51
5.1.2	Transformational leadership style on performance of construction project.....	52
5.1.3	Leadership Experience and Performance of construction project.....	52
5.1.4	Performance of construction project on kaffa zone.....	52
4.3	CONCLUSIONS.....	53
4.4	Recommendations	54
5.3.1	Recommendation for future study	54
References		55
APPENDIX –I: Questionnaire		58
APPENDIX II- SAMPLE OF SPSS DATA COMPUTATION ONTHE ANALYSIS		63

List of Tables and Figures

Table 1: Target Population.....	30
Table 2 : Sample Size	31
Table 3: Cronbach's Alepah for Questinnaires Reliability	40
Table 4: Extent of leadership styles effect on performance of project	40
Table 5: Transactional Leadership Style and Project Performance	41
Table 6: Transformational Leadership Style and Project Performance	41

Table 7: Extent of effect of leadership experience on Project Performance on Kaffa Zone Construction Projects	43
Table 8: Statements on Leadership Experience and Project Performance of kaffa Zone construction projects	43
Table 9: Response Rate on Performance of construction projects on kaffa zone.....	44
Table 10: Statements on performance of construction projects	45
Table 11 Correlation Matrix	46
Table 12 Model Summary	48
Table 13 ANOVA Results	48
Table 14 Multiple Regression Analysis Parameter Estimation Results.....	49

Figure 1 Conceptual Frame Work.....	28
Figure 2 Map of Southern Nations, Nationalities and Peoples Region, Kaffa Zone (source google map).29	
Figure 3 : Response Rate	35
Figure 4 Gender of Respondent	36
Figure 5: Age of Respondents.....	37
Figure 6: Highest Level of Education	37
Figure 7: Respondents Length of Services	38
Figure 8: Respondents Job Title.....	39
Figure 9: Leadership Experience on Project Performance on Kaffa Zone Construction Projects	42
Figure 10 P-P Plot for Normality Test	45

CHAPTER ONE

1. Introduction

1.1 Background

Construction companies must utilize planning, organizing, leading and controlling, known as the four basic management functions. Project managers should possess these functions in order to successfully manage projects. Researchers in construction management unequivocally reiterated the fact that project managers is one of the most important success factors of projects. Little attention has been given in the leadership issues in construction despite the fact that there is so much literature and research in other industries.

“Leadership is a key factor for success in any activity that involves collaboration among a group (or groups) of people. The construction industry has a greater need for leadership than any other field of endeavor. Public procurement in Nigeria, in the recent past, lacked transparency, with inflated contract cost, use of processes that were discretionary and abuse of public power” (Ameh, 2014). Skipper and Bell (2006a) in studying leadership in the construction noted that there is recognition in the construction industry for the need to improve leadership skills in the construction industry.

Study of leadership style and their effectiveness in managing projects is quite relevant to construction industry because construction managers have to wear different hats at different circumstances. Project managers to face many challenges and problems concerning leadership skills, the type of leadership style to use, and how to control the various aspects of project management (Berg & Karlesen, 2007)

The project manager is one of the main parties in the role of the construction industry. Based on the studies that have been made between the success and failure of the company, the success of a project is dependent on the performance of a construction project manager (Intan Bayani et al., 2015).

According to Mazlan Ismail and Mohammed Syazli Fathi (2014), with the increasing importance of leadership in project-based organizations, innovative leader is essential for the sustainable development of construction projects. Leadership has been identified as one of the factors that contribute to construction organization success. Effective leadership is essential in any company to achieve organizational goals and promote individual professional achievement. Leadership is important in all fields of human endeavor. The leadership role is critical for the smooth running of an organization and without strong leadership the organization may lose its direction, in particular when trying to achieve its target. Leadership has a direct impact on effective employee engagement.

The project manager is one of the main parties in the role of the construction industry. Based on the studies that have been made between the success and failure of a company, the success of a project is dependent on the performance of a construction project manager (Intan Bayani et al., 2015). The effectiveness of project managers in managing finances, schedule, quality, and act as the main liaison with the success of project.

(Hillebrandt, 2000) noted that the construction industry has a greater need for leadership than arguably any other industry. Many reasons support this concept and it is manifest in the nature of the construction projects, and constructed products. If one word could describe the essence of construction management it is responsibility since project leaders are responsible for all that happens in a construction project. This does not mean that the project leader should or could do everything associated with the project; but it does mean that they have ultimate responsibility for the project. In other words, the buck stops with the project leader. Since construction projects are large and technically complex and they involve a combination of specialized skills. Likewise, construction teams are not only large but are also multidisciplinary and the members are from several different construction disciplines and this makes good leadership style vital in this industry.

There are various ways in which the effectiveness and performance of leadership can be measured. However the most used measures of effectiveness is the extent to which the leader attains the set goals (Hyvari 2006 & Andersen 2006). Project leaders mostly take someone else's vision and carry it out, it is imperative that they are able to comprehend the basic concept that is being developed. In other cases, project leaders develop the vision and sell their idea to the funding sources. The 'how' aspect of project leadership has to do with the leader's technical expertise that is being brought into the project through personal knowledge and experience or by recruiting competent team members who have the expertise. For example, "a number of subcontractors work on large projects, which makes it necessary for the leader to organize and schedule the work of various team members while providing a motivating work environment. The leader must be constantly aware of criteria that should and will be used to measure project success. Continuous assessment and monitoring of performance are a critical component of the delivery of the finished product" (Morris and Pinto, 2004).

In a similar study by Fraser (2000) project managers who scored high on the effectiveness scale favored team -style leadership where as those who followed a production style leadership scored the lowest of all.

Lapp, 2009 defined leadership as a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful project performance. An organizational setting requires the leader to use his experience and skills in directing his team towards success

The aim of the study was to investigate the manager's approach to leadership in construction industry. This was done by focusing on the actual leadership styles of Project managers in the construction industry. Differences on the leadership behavior that may come with experience in the industry and length of service in the company they are working with was also investigated separately.

1.2 Statement of the Problem

Jarad, G. H., (2012) stated that since, construction and project managers in the construction industry are responsible for the productivity of the project members; they should maintain cohesion in the project. Hence, they should be leaders who can motivate and inspire construction workers within the given projects. This is because leadership is considered to be good if it is designed to accomplish the goal or mission of an organization which is done through project team leading and project time managing, within budget, to a high quality, and with a satisfied customer.

Based on the research conducted by Kariuki,J.(2015),the advent of project management, followed by development of project management tools, it was hoped that performance of projects will increase .this has not been the case since poor project performance has continued to manifest in the construction sector. In addition, among the specific issues that are commonly encountered in the study by Oshinubi (2007) was the problem in the poorest of effective leadership and the bigger problem is about management practices in the construction industry, which will cause wasted time, unnecessary costs, and increases of errors in the construction process or completed construction.

(Piyush, Dangayach and Mittal, 2011), while discussing various leadership factors in context of organizational variables, suggested the need to explore the aspects of leadership with emphasis on skills, experience and leadership styles in order to achieve success in project based organizations. Walker and Walker (2011) stressed the need of reexamination of the skills, amount of experience and leadership styles required by project manager to deliver projects successfully

Construction project is one the major sector in Ethiopia that contributes to the overall national economy of the country. Therefore, efforts gear towards enhancing the efficiency of the construction industry of Ethiopia in terms of improving on construction management techniques and leadership style is worthwhile and will contribute to better performance of the industry.

As the parts of Ethiopia construction industry, Kaffa Zone has recently begun to develop and it has limited or No academic research in the field of leadership styles in the industry and its influence on project performance.

Given the types of problems facing project managers, the question involves how to solve these problems, and how to obtain the knowledge and skills needed to solve them.

Therefore, With regard to this research, the prevailing leadership styles in the construction industry in Kaffa Zone and their influences on project performance will be assessed.

1.3 Research Questions

1. What is the effect of transactional leadership style on the performance of construction project of Kaffa Zone?
2. What is the effect of transformational leadership style on the performance of construction project of Kaffa Zone?
3. To what extent does leadership experience affect the performance of construction project?
4. What are the effects of leadership style on construction projects

1.4 Objectives of the study

1.4.1 General Objective

The main objective of this research is to assess the effect of leadership style on project performance: a case of construction project manager in kaffa zone

1.4.2 Specific objectives

- To assess the effect of transactional leadership style on performance of construction project of Kaffa Zone
- To determine the effect of transformational leadership style on performance of construction project of Kaffa zone
- To establish the effect of leadership experience on performance of construction project
- To analyze the effect of leadership styles on construction project performance

1.5 Significance of the Study

The findings of the study are of great importance to project leaders as they will get to understand on how leadership influence the performance of projects in Kaffa Zone, SNNP/Ethiopia and gives depth information about the leadership styles and how these impact the project success, this will assist them in selection of project managers with the right qualities that will lead to better performance of the project. The findings of the study will assist policy makers in the field of project management in designing policies with an aim of improving project leadership, as they will be enlightened on how leadership affects project performance. Future scholars and academicians will benefit from this study as it will form the basis for future research

as well as provide literature material for future research. The findings of this study will add to the body of knowledge on the effects of leadership on the performance of projects.

1.6 Scope of the Study

The study was target on the identification of the importance of Leadership and major Leadership style on construction projects of kaffa Zone.

1.7 Limitation of the Study

Different projects have unique implementing environments and hence the need to generalize the findings of this research with caution.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Leadership

The literature riches with the definition of leadership indicated in study of Skipper, C., & Bell, L. (2006) which reveals that a leader is not the person who leads people, but the person that people will follow. Leaders are people who recognize what needs to be done and derive changes. They find new directions, adjust, inspire and motivate individuals, share the vision of the organization and where is it heading and build effective teams. They also share decisions with the team, act as a mentor, train employees and delegate tasks appropriately to the right people.

The most effective definition of leadership is presented by Cole (1996) which states that leadership as a dynamic process in which individuals influences others to contribute to the achievement of the group tasks. Although there is no universal definition, one key aspect is that leadership is a process hence time is needed for a leader to influence subordinates in the desired way.

2.1.1 Leadership and management

In order to understand leadership, it is important to make distinction between leadership and management. Managers ensure that organizations achieve particular objectives. Managers concern themselves with getting a job done in an effective and efficient manner with the resources available. In general, managers focus on day-to-day or week-to-week goals.

In contrast, leaders often put many of the same skills and interests to good use but often to better effect because they focus on areas such as discovering solutions (not problems), managing changing conditions; excelling in spite of organizational structure; and inspiring personnel to achieve their goals. Leaders achieve objectives through energized and excited subordinates who share their passion, vision, and direction. Good leaders feel comfortable challenging the status quo and finding efficient - as well as long term - solutions to challenges. (Mawson, 2001)

2.1.2 Factors Determining Leadership Style

Leadership styles affect the corporate culture and how well a leader can effectively get an employee to deliver results. While most business leaders employ one leadership style as the dominant style, there are factors and situations where changing styles can improve results. Learn what employees respond to and understand your primary style while learning to adapt as needed

The literature is rich in determining the factors affecting the choice of leadership style and their

development. However, in the real world it has been noted that no particular leadership style is exerted by a manager but is a combination of leadership styles. There are many factors which determine/affect the application of a leadership, as described below.

According to (Kimberley Leonard, 2020), several factors influence leadership styles of managers including the personality traits of the leader, how the leader was mentored, the employees' personalities, and the type of task at hand.

The Influence of the Leader's Personality

Internal factors that influence management styles include all aspects of personality. A competitive person is inclined to become a pacesetter, trying to show the team that high-levels of output are possible. A leader who feels that he does his part by paying salaries and expects employees to produce or get out tends to lean more toward a coercive leadership style.

Assessing dominant leadership styles is important to determine when to alter the style. To describe the factors that will influence the choice of leadership styles of behaviors in workplace situations, it is important to examine yourself in your interactions with your organization.

The Influence of the Leader's Mentoring

How the leader was mentored could affect his leadership style. A manager who comes up through the ranks of the company in a coaching environment with a mentor who took him to meetings or reviewed calls and appointments for ways to improve may approach his team in the same manner. If that same manager was cultivated in a more democratic environment where management sought the opinions of the team, the manager might see this as the key to success, since it was a key to his rise to leadership.

Employees' Personalities and Responses to Leadership Styles

Not everyone responds to leadership styles in the same way. Someone who is timid might be overwhelmed by a coercive or even a pacesetter leader. This person might constantly wonder if his job is in jeopardy or feel he will never be able to measure up to the greatness shown by the pacesetter.

Business leaders have started employing personality tests for both managers and employees to understand better how they mix. This way manager can understand things like how a competitive employee should be pushed in peer comparisons to find his highest levels of success.

Types of Task Requiring Different Leadership Styles

Some tasks require a certain type of leadership style. It doesn't behoove a manager to take on a democratic leadership style if he is conducting a meeting for insubordination with an employee. He may need to use a coercive style depending on the severity of the infraction.

While the democratic or affiliate approaches may work for brainstorming and creative tasks, these could hinder the leader from establishing a clear vision and direction for the company. This situation would benefit from an authoritative approach.

(Yukl, 1994) lists the following factors as determinants of leadership style: level in the authority hierarchy, function of the organizational unit, size of the organizational unit, task characteristics and technology, lateral interdependence, crisis situation, stages in the organization life cycle and, finally, subordinates' competence and performance.

2.1.3 Leadership styles

Leadership style is the relatively consistent pattern of behavior that characterizes a leader. The study of leadership style is an extension of understanding leadership behaviors" and attitude. Most classifications of leadership style are based on the dimensions of initiating structure and consideration (Dubrin, 2004).

Leadership skills are a major factor that differentiates between effective leader and manager. Moreover, any deficiency in technical skill can be recovered by developing effective leadership skill also, effective leadership is highly attached to peoples life and the quality of relations developed by leader in summary there are different opinions about effective leadership and the convergence point among these opinions is people oriented and accommodated with the surroundings environment as a key factor for success Hassan and Abduselam (2016).

There are several styles of leadership such as: autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership (Mosadeghrad 2003b). Not everyone agrees that a particular style of leadership will result in the most effective form of organizational behavior. Different styles are needed for different situations and each leader needs to know when to exhibit a particular approach.

2.1.3.1 Participative Leadership styles

In the modern markets, where organizations are facing high competitions, the leadership can survive by sharing decision making process with the group members and working side by side. Participative Leadership is one of the styles which share decision making process with group members (Dubrin, 2004). Dubrin (2004) reckons that the participative leadership encompasses so many behaviors that it can be divided into three subtypes:

Consultative leadership confers with group members before making a decision. However, this style retains the final authority with the leader to make decisions. This type of leaders tends to consult with their subordinates/colleagues to get an idea and in the light of this response he/she makes a decision(s). However, it is not necessary that he decision made will reflect the agreement of all the subordinates/colleagues.

Consensus leadership styles strive for consensus. Such leaders encourage group discussion about an issue and then make a decision that reflects general agreement and that will be supported by group members. All workers who will be involved in the consequences of a decision have an opportunity to provide input. A decision is not considered final until it appears that all parties involved will at least support the decision.

Democratic leadership styles confer final authority on the group. A leader adopting this style functions as a collector of group opinion and takes a vote before making a decision.

The participative style has also been referred to as trickle-up leadership because the leader accepts suggestions for managing the operation from group members. Welcoming ideas from below is considered crucial because as technology evolves and organizations decentralize, front-line workers have more independence and responsibility. These workers are closer to the market, closer to seeing how the product is used, and closer to many human resource problems.

The following statements seem to encapsulate the essence of participative leadership. The participative style is often conceived largely in terms of a „system of values“ governing behavior, with a commitment to full and free communication, a reliance on consensus rather than on the more customary forms of coercion or compromise to tackle and manage conflict, and an atmosphere that permits and encourages emotional expression as well as a healthy attitude to work (Bennis, 1966).

It is argued that, as the individual moves from the infant end of a personality continuum (basically dependent and submissive, with few and shallow abilities and a short time perspective) to the adult end (endowed with relative independence, autonomy, self-control, many abilities and a few in depth, and a long time perspective), then we have to create conditions to permit self-regulation, self-evaluation, self-adjustment, and participation in the setting of goals. By doing so, it is alleged; we bring about an improvement in productivity and attitudes (Argyris, 1973). Dubrin (2004) further adds that the participative style encompasses the teamwork approach. Predominant behaviors of participative leaders include coaching team members, negotiating their demands and collaborating with others. This style is well suited to managing competent people who are eager to assume responsibility.

Such people want to get decision making, participative leadership works well with the new breed of managers and professionals.

Critics of the participative leadership school (Crozier, 1964; Strauss, 1968; Stace and Dunphy, 2001) present a number of reservations:

- There is a tendency to place overwhelming emphasis on personal coordination and control to the detriment of bureaucratic or impersonal control techniques.
- The important role played by bargaining and the use of power in interpersonal relationships is overlooked.
- The democratic or participative style is conceived largely in terms of group harmony and compatibility between personal goals and organizational goals, but the importance of organization structure is neglected.
- Although generally people would like to exercise some degree of control over their own environment, they may fear the participation process because it threatens their integrity and independence, or they believe they will be controlled to some extent by other participants.
- It often results in extensive and time-consuming team meetings and committee work. Sometimes participative leadership is carried to extremes. Team members are consulted about trivial things that management could easily handle independently.

2.1.3.2 Transactional Leadership

Transactional leadership style indicate that project leader allocate roles, provides clear instructions, psychological rewards, active vigilance and prompt intervention to correct mistakes so as to ensure that the projects team meet their desired goal in their specific construction phase in project

Transactional leadership underlies most leadership models, which focus on exchanges between leaders and followers (Price, J. J., 2009). It is an extrinsic-based motivation process by which leaders achieve their goals, while followers receive external rewards for job performance. An example of this type of leadership is the manager who offers rewards, such as promotions, extra pay, or time off, for employees who surpass their goals.

Transactional leadership is about power to perform certain tasks and reward or punish according to employees' performance. If employees perform well, the leader will reward them, but if their performance is not as expected, they will be punished. Transactional leadership behaviors include interactive goal setting, contingent material reward, contingent personal reward and personal recognition (Northouse, P. G., 2000).

2.1.3.3 Transformational Leadership

During the recent years, the transformational leadership theory has gained popularity. Accumulating empirical evidence that transformational leadership substantially influences employee's performance and organizational level outcomes (Avolio et al., 1999, Lowe et al., 1996) has stimulated engagement with the theoretical underpinnings of transformational leadership.

Recent developments in leadership theory have shifted interest from earlier theories of charismatic leadership, that viewed the leader as extraordinary and the followers as dependent on the leader (Yukl, 1998), to neo-charismatic theories (Conger and Kanungo, 1998; Shamir et al., 1993) and transformational leadership theory (Bass, 1985), which are concerned with the development and empowerment of followers to function independently.

The focus on transformational leadership is on what the leader accomplishes, rather than on the leader's personal characteristics and his or her relationship with group members. The transformational leader moves group members beyond their self-interests for the good of the group, organization, or society. In contrast, the transactional leader focuses on more routine transactions with an emphasis on rewarding group members for meeting standards (contingent reinforcement). Extensive research has been carried by Bernard. M Bass (1985) as he describes the transformational leader as one who empowers followers, and motivates them to perform beyond their expectations and work on transcendental planes and collective goals instead of focusing solely on immediate personal interests.

Shahin, Amany and Wright (2004), states that Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation. The concepts of transformational and transactional leadership were later applied to organizational leadership by Bass (1985).

However, Bass took a different view from Burns concerning the relationship between transformational and transactional leadership. Whereas Burns saw transformational and transactional leadership as two mutually exclusive forms of leadership, Bass argued that the same leader could exhibit both patterns of leadership.

In the initial version of his theory, Bass (1985) identified two types of transactional leadership (contingent reward and management-by-exception) and three forms of transformational leadership (charisma, individualized consideration and intellectual stimulation). This theory was later revised by Avolio et al. (1991) that identified four aspects of transformational leadership, which they called the four I's. The concepts of individualized consideration and inspirational motivation were retained, but the concept of charisma was replaced by the concepts of idealized influence and inspirational motivation. The theory was further modified by Bass and Avolio (1993), who identified seven leadership factors based on a higher order factor

analysis of the earlier version of their multifactor leadership questionnaire (MLQ). These seven factors were categorized into active and passive categories. The active dimension included the four I's of transformational leadership and contingent reward, whilst the passive dimension consisted of management-by-exception and laissez-faire. However, Bass and Avolio (1994) distinguished between active and passive forms of management-by-exception, making eight factors in all. Definitions of these eight factors are given in Table 2.2.

Table 2.2 Factors of Transformational and Transactional Leadership (Bass and Avolio 1994)

Transactional leadership	Transformational leadership
<p>Contingent reward</p> <p>Leaders assign or get agreement on what needs to be done and promise rewards or actually reward others in exchange for satisfactorily carrying out the assignment</p>	<p>Idealised influence</p> <p>Leaders become role models for their followers. They are admired, respected and trusted. They consider the needs of others over their own personal needs, share risks with followers, are consistent rather than arbitrary, demonstrate high standards of ethical and moral conduct and avoid using power for personal gain</p>
<p>Active management-by-exception</p> <p>Leaders actively monitor deviances from standards, mistakes and errors in followers' assignments and take corrective action as necessary</p>	<p>Inspirational motivation</p> <p>Leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work</p>
<p>Passive management-by-exception</p> <p>Leaders wait passively for deviances, mistakes and errors to occur and then take corrective action</p>	<p>Intellectual stimulation</p> <p>Leaders stimulate followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways</p>
	<p>Individualised consideration</p> <p>Leaders treat each subordinate differently according to his or her particular needs and capabilities</p>
<p>Non-leadership: Laissez-faire</p> <p>The laissez-faire style is the avoidance or absence of leadership. As opposed to transactional leadership, the laissez-faire style represents a non transaction</p>	

2.1.4 Leadership style Effectiveness

There is wide disagreement among scholars with regard to effective leadership style. For instance, Brozik (1994) argues that no one type of management style is best in all situations and that the leader, the subordinates and the environment or the task determine the effectiveness or ineffectiveness of each style.

2.2 Leadership in construction Industry

It is also evident that the construction industry has a greater need for leadership than arguably any other industry. Many reasons support this notion and it is evident in the nature of the construction projects, and constructed products. If one word could describe the essence of construction management it is responsibility since project leaders are responsible for all that happens in a construction project. Since construction projects are large and technically complex and they involve a combination of specialized skills. Likewise, construction teams are not only large but are also multidisciplinary and the members are from several different construction disciplines and this makes good leadership style vital in this industry (Hillebrandt, 2000).

Mazlan Ismail & Mohamad Syazli Fathi(2018) found that Transformational Leadership, Transactional Leadership, Full Range Leadership, Servant Leadership, Contextual Leadership, Safety Specific Transformational Leadership and Charismatic Leadership are leadership styles practiced in construction project. Different leadership styles generating different consequences on construction project performance and achievement. Project manager needs to use different leadership styles at different stages of project life cycle. Leadership is not “One size fits all” concept. The success of any project-based organization relies on the leadership styles practiced by the leaders. The project success partially depends on the manager’s leadership style. Leadership style is view as the combination of trait, characteristics, skill and behaviors. Leadership is key factor impacting construction safety. Safety leadership is key contributing component to commonness of accident and injuries in construction project. There is only one approach to reduce human errors and injuries in construction project are by adopting effective safety leadership. Further study focus on the influence of Safety Specific Transformational Leadership style’s trait, characteristics, skill and behaviors on reducing the accident and injuries in construction project is recommended.

2.3 Project Performance

Performance is the ability of a project to deliver intended outcomes while meeting the constraints of scope, cost and quality (Srica, 2008). Projects are successful if they are completed on time, within budget, and to performance requirements. In order to bring the many components of a large project into control there is a large toolkit of techniques, methodologies, and tools. These techniques provide the tools for managing different components involved in a project: planning and scheduling, developing a product, managing financial and capital resources, and monitoring progress. However the success of a project will always rest on the abilities of a project manager.

Different authors have proposed different ways to measure project performance (Wong & Wong, 2007; Lin & Kuo, 2007). How well projects can achieve their objectives is an indicator of organizational performance as suggested by Vankatraman and Ramajan (1986). Further Vankatraman and Ramajan (1986) identified ten different types of performance

measurement and narrowed down to three main dimensions: financial performance, business performance and organizational effectiveness. Lin and Kuo (2007) proposed project performance based on humanistic performance factors which consist of employee retention and motivation and market performance factors which consists of sales, profit margin and customer satisfaction. Naumann and Gael (1995) stated that employee and customer satisfaction are among a firm's key performance measures that could lead to behaviors and according to Spector (1997) could lead to better organizational functioning.

Kloppenborg and Opfer (2012), in a detailed review of project management research, found that the focus of project management research in the 1960s to 2000s concentrated on the elements of planning and scheduling. In the 2000s the emphasis was in the area of scheduling, control, and automated tools, which led to research in the area of life cycle costing and risk management planning. In the late 2000s research into team building and leadership emerged (Shenhar & Dvir, 2007). The emphasis placed on leadership and human relations contributed to increased efficiency in addressing the problems encountered in the project process (Johnson, 2009). The development of better processes and the organizing of teams more effectively resulted from an increased emphasis on leadership and human resources (Kloppenborg & Opfer, 2012).

Achieving successful project outcomes require the combination of technical and leadership competencies (Zimmerer & Yasin, 2008). Many project management processes and techniques (planning, scheduling, control, and automated tools) exist for tracking and measuring the technical elements of projects. The processes and methods do not generally track or measure leadership skills of managing people such as communication, building relationships, resolving conflict, and team engagement or motivation (Kloppenborg & Opfer, 2012). It is believed that leadership competencies are required to enable project management to effectively use human resource skills to improve project outcomes (Schmid & Adams, 2008).

Project managers draw on a variety of leadership approaches with management literature mentioning leadership styles like autocratic leadership, bureaucratic leadership, charismatic leadership, democratic leadership, laissez-faire leadership (Turner & Muller, 2005). Each style of leadership impacts project performance differently, some of them helping projects achieve success, others only hindering their development and being a source of dissatisfaction and demotivation (Drucker, 2006). Skills also affect performance of projects and they need to be developed, knowledge needs to be acquired and most of all, experience needs to be accumulated. Effective leadership means the success of the project (Schein, 2004).

2.3.1 Transactional Leadership style and performance of construction projects

Transactional leader emphasizes on achieving project goals at all cost. Bass (1990) identified the transactional leadership style that focuses on the achievement of project team's tasks. The members of the project team are motivated through contingent rewards for meeting targets, mistakes are also punished by withholding rewards. Transactional leaders also apply the principals of management by exception by taking corrective actions when tasks do not follow the planned critical path. Some forms of transactional leadership can lead to mediocrity especially when the leader applies a lot of passive management by exception and only intervenes when processes and standards for completing tasks are not followed. Transactional leaders may resort to threats and disciplinary actions against team members to bring team performance up to standard. Such drastic measures according to (Bass, 1990; Bass *et al*, 2003; Deal and Kennedy, 2000) are ineffective and counterproductive in the long term.

Bass, (1990) debates whether the drivers of motivation in transactional leadership are the promise of reward or the avoidance of a penalty. He argues that the aforementioned element depends on whether the leader has any influence to determine rewards and penalties and whether an employee wants a reward or fears the penalties.

In project management, Keegan and Den Hartog (2004) model prefers transformational leaders over transactional leaders, but were unable to find any significant link between transformational leadership style and performance of projects. Aga (2016) in his study on transactional leadership and performance of projects on 224 development projects in Ethiopia found contingent reward aspect of transactional leadership to have a positive influence on performance of projects with clear goals. The study based performance of projects on supervisory ratings which is prone to biases. The study ignores other components of transactional leadership style and only choses to focus on contingent reward.

2.3.2 Transformational Leadership style and performance of construction projects

Researchers have continued to study how leadership factors influence performance in various sectors. In transformational style, Visionary and inspirational abilities are of paramount importance to project leaders as it ensures employees engagement to the team activities. Bass (1990) argues that a leader's inspirational motivation reduces employee's exhaustion and withdrawal tendencies because a leader's vision when put forward in a clear and compelling manner, gives the employee reasons to reach the goals set for their projects.

Study done by Kissi, *et al.*, (2012) among 350 portfolio project managers in the United Kingdom to determine the influence of transformational leadership style on performance of projects found that transformative style of selection managers had a positive relationship to performance of projects. The results were consistent with the findings of study carried out Keller (1992) which showed positive relationships of transformational style to performance of projects factors of time, cost, quality and client satisfaction. However, the data was only collected from project managers working in the same organization. Thus rendering it unsuitable to simplify the findings to the entire sector.

Tabassi and Babar (2010) study conducted among 220 respondents in contracting firms to establish relationship between leadership style and project implementation in Iranian construction industry found transformational leadership style as mostly preferred in Iranian construction sector. The study was done in large construction companies and its findings were not consistent with Becker and Huselid (1998) suggestion that project managers tend to have high relationship behavioral characteristics when the task given is less intricate. Furthermore, the study was conducted among project contractors leaving out the project personnel perspective.

Thwala, *et al.*, (2015) examined the influence of leadership styles on performance of projects. The study was conducted among 110 respondents comprising construction managers in the constructions industry of South African region. The relationship between transformational leadership style and performance of projects higher was higher than other leadership styles though transactional and democratic styles had significant relationship to performance of projects. Same study found no significant influence of Laissez – faire and autocratic styles on construction performance of projects. This study however, only targeted project managers in construction and did not include project team members and hence may be subject to single source bias.

Kariuki (2015) assessed the influence of leadership style, team commitment, project characteristics on the project implementation. The study was conducted among project managers and project team members from 102 water and sanitation projects in Kenya. The study findings show that transactional leadership style accounted for 12 percent variance in project time performance and therefore the study encourages adoption of transformational leadership style which has tendency to lead to higher level of project performance. The results were consistent to findings of Kibuchi (2012) that found a significant relationship between human psychological factors and performance of projects in housing construction projects in Kenya. Kariuki (2015) study was based on construction projects in the water sector hence need to undertake study in the housing construction sector.

2.4 Relationship between leadership characteristics and project success /failure

Substantial research indicates that a leader and his style being perceived as trustworthy lead to positive outcomes for the organization, which eventually affects the project success and failure. Turner & Pearce (2011) were of the view that the leadership style and competencies' of leaders are key to successful performance in business; which have been confirmed by other scholars to have a correlation between these and the performance of organizations and companies.

According to Jarad G. H (2012), the team is equally important for project success. The collaboration within the team and the performance of each individual team member as well as the performance of the team as one unit are critical factors for project success. Without a performing team it is difficult to secure project success, and for a leader to have a performing team, the leaders have to ignite the fire of performance and set boundaries within the team for it to function. In addition, leading a project towards success requires the manager to get the work done by the team members efficiently and effectively. The entire process requires the leader to have a clear vision, clarity in reasoning, practical in scheduling and the ability to attract a talented and efficient team. This, together with the application of a leadership styles brings about project success.

2.5 Conceptual Frame Work

Conceptual frame work provides an illustration of relationship between variables .the dependent variable is project performance which is determined by transactional leadership styles, transformational leadership styles and leadership experience.

Independent Variable

Dependent Variable

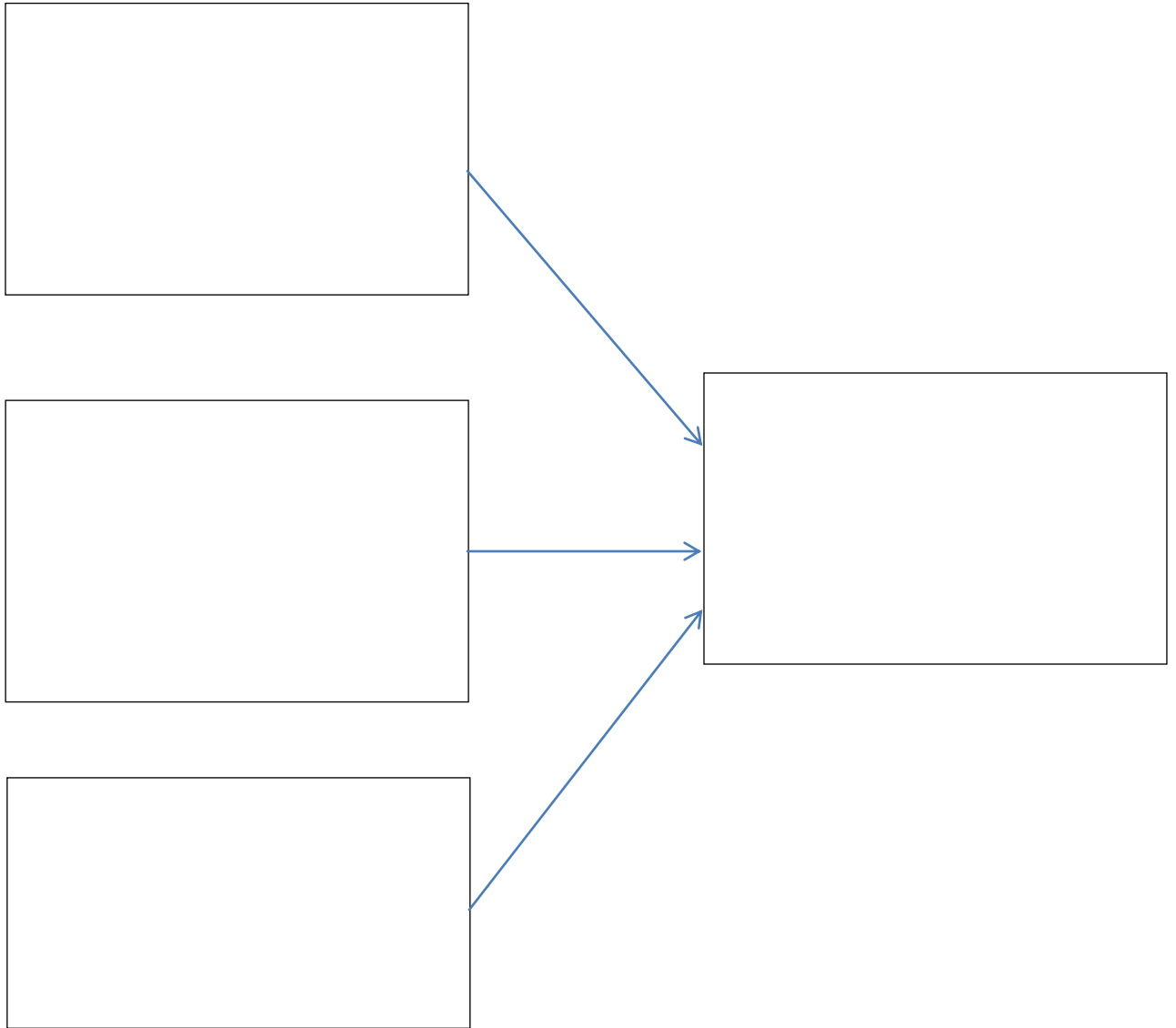


Figure 1 Conceptual Frame Work

CHAPTER THREE

3. MATERIALS AND RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter contains research methodology used and covers in details areas of study, research design, targeted population, proposed sampling technique, data collection methods, data analysis techniques, ethical considerations applied in the study and operational definition of variables.

3.2 The Study Area

The study was conducted on public Building projects in Bonga town and some selected projects of Kaffa Zone. **Bonga** is a town and separate woreda in south-western Ethiopia. Located southwest of Jimma in the Kaffa Zone of the Southern Nations, Nationalities and Peoples Region upon a hill in the upper Barta valley, it has a latitude and longitude of $7^{\circ}16'N$ $36^{\circ}14'E$ Coordinates: $7^{\circ}16'N$ $36^{\circ}14'E$ with an elevation of 1,714 meters above sea level. It is surrounded by Ginbo woreda. Bonga is the administrative center of the Keffa Zone,

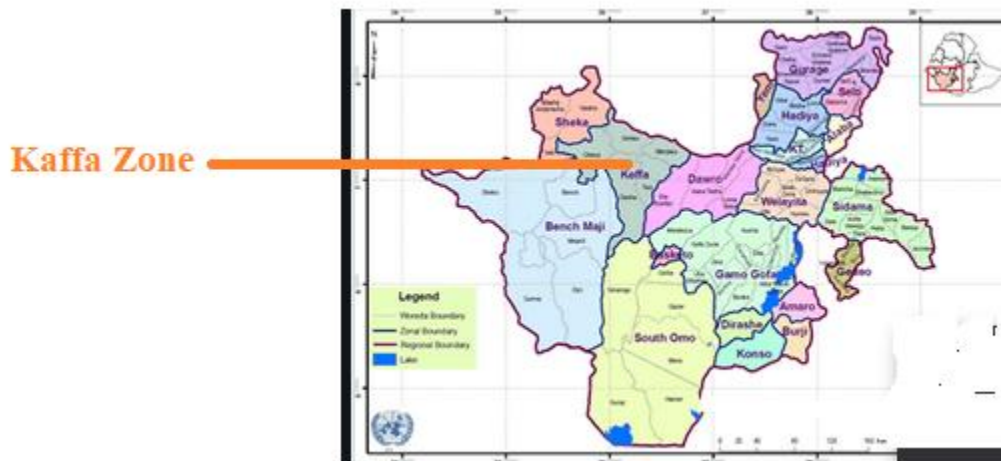


Figure 2 Map of Southern Nations, Nationalities and Peoples Region, Kaffa Zone (source google map)

3.3 Research Design

Research design gives a comprehensive outline for data collection in an empirical research project. It aims to answer precise research questions, test specific hypothesis and specifies the process of data collection, the process for developing the instrument and the sampling procedure Bhattacharjee (2012).

This study adopted descriptive survey. Descriptive survey is appropriate for this study since it involves fact – findings by asking questions administered through questionnaires to a large team who are required to describe the state of affairs as is at that particular time and the findings presented using statistical methods (Kothari, 2004; Mugenda and Mugenda, 2003 and Cooper and Schindler, 2003).

The literature review and data collection by questionnaires and interview about the projects was conducted. The collected questionnaires were analyzed using excel and SPSS v20. By using this design, the researcher was able to find answers to questions by analyzing specific variable related to project performance.

3.4 study Period

The study was conducted from end of October, 2019G.C. to September 2020G.C

3.5 Target Population

The study targeted 65 Respondents who compromised of Project Managers, Project Team Members, community leaders and project beneficiaries who are involved in the implementation Kaffa Zone Construction bureau.

Table 1: Target Population

Types of Projects	No. of Projects	Project Managers	Project Team Member	Community Leader	Project Beneficiary	Total
Road Projects	4	4	5	2	4	15
Building Projects	3	6	8	3	6	23
URRAP	4	4	4	3	3	14
Water Projects	5	5	3	2	3	13
Total	16	19	20	10	16	65

Source: Researcher (2019)

3.6 Sampling Design

This refers to the techniques that were adopted in selecting items for the sample

3.6.1 Sampling Technique

Stratified random sampling was employed to sample the Respondents

3.6.2 Sample Size

The sample size of the study was determined using the Krejcie & Morgan (1970) sampling formula as adopted by Amin (2005), which recommended the appropriate sample for any given population. The selection formula is as follows:

$$n = Z^2 p \cdot q \frac{N}{e^2 (N - 1) + Z^2 p \cdot q}$$

Where n= the required sample size

P=proportion of population with the required characteristics of the study

Q = proportion of population without the required characteristics of the study (1-P)

N= Total population

e = accuracy level required. Standard error = 5%

Z= Z value at the level of confidence of 95% = 1.96

Therefore, the total number of respondents in this study was 56 respondents; this represents 86.15% of the Target Population

Table 2 : Sample Size

Category of Respondents	Frequency	Sample Ratio	Sample
Project Managers	19	0.862	16
Project Team Member	20	0.862	17
Community Leader	10	0.862	9
Project Beneficiary	16	0.862	14
Total	65		56

Source: Researcher (2019)

3.7 List of Variables

Independent Variable

Transformational Leadership Style,

Transactional Leadership Style

Leadership Experience

Dependent Variable

Project Performance

3.8 Data Collection Instrument

The researcher used questionnaires as the data collection tool. The questionnaires featured structured questions that provide quantitative data for statistical analysis. On the other hand, open ended questions generated qualitative data for content analysis. The questionnaire design followed the objectives of the research, with the first part capturing the demographic characteristics of the respondents; part two interrogating on the leadership style and project performance; part three on Types of leadership styles ; part four Leadership Experience and Project Performance; part five Performance of construction Project on kaffa zone. Owen (2002) recommends use of questionnaires for its potential in reaching out to respondents within a short time; ability to accord respondents' adequate time to respond and offers a sense of privacy and confidentiality to the respondent.

3.8 .1 Pilot Testing

Before the main survey was undertaken, a draft version of the questionnaire was piloted in three building and infrastructure construction project sites in Bonga town. This pilot study was intended to elicit responses that would help to test the wording of the questionnaire, identify ambiguous questions, extra points that was added and removed and also provide an indication of the time to complete the questionnaire. Some of the comments and suggested amendments from the pilot study respondents were used to amend the questionnaire prior to its final distribution.

3.8 .2 Validity of the Research Instrument

Validity of the Research Instruments measures the ability of the instruments to adequately represents the subject under study in relation to the available theories and empirical definitions Mugenda(2003).the content and construct validity for this study was evaluated. Thus the validity indicated the questions in the research instrument were well formulated. Content validity meant that the questions represented the objectives of the study the researcher consulted from

construction and project managers, performed content analysis on the subject matter identifying non-compliant items and performing necessary correction to irrelevant and ambiguous questions.

3.9 Data Collection Procedure

The researcher first obtained an introduction letter from the university to facilitate data collection for the study. This letter was administered to respondents to introduce the researcher .the researcher collected primary data by self-administrating survey questioners to project team leaders and members of the project team at contracting companies of ongoing construction projects on kaffa zone .the researcher administered the questioners in person by the help of a research assistance to help reach the targeted samples. Secondary data was obtained through content analysis documents comprising contract documents, site records, project completion Reports from the projects and internet materials.

3.10 Data Processing and Analysis

First of all the questionnaires was examined on accuracy and relevancy in order to filter the forms which cannot be used for further analysis. The forms left after the filtering was form the database for further analysis. (Didenko, 2008)

Data collection tools were adapted after review of relevant literatures and used. Data collection was free from bias and all collected data's were included in the output.

The study applied both qualitative and quantitative approaches for data analysis. Qualitative data was analyzed through content analysis and presented in form of explanatory notes while quantitative data, was analyzed trough descriptive statistics such as frequencies, percentages, means and standard deviations and presented in the form of tables and charts

3.10.1 Reliability of Data

The reliability of an instrument is the degree of consistency (Polit & Hunger, 1985) as cited on (Hammad, 2013).In order to have accurate finding (Creswell, 2003) recommends to use different data sources. Due to this, the methods used in this study were used data from different sources and one data supports the other data. For questionnaire it is essential to check internal reliability of data (Creswell, 2003). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability (Hammad, 2013). Cronbach's Coefficient Alpha can be used to check reliability of questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (Hammad, 2013). The equation used to analyze Cronbach's Coefficient Alpha is:

$$\alpha = \frac{Kr}{1+(K-1)r}$$

Where α =is the cronobach's coefficient Alpha

K= is items (variables) in the scale

r= is the average of the inter item correlation

3.10.2 Mean Index Score

Mean index score was used to generate ranking of the variables of interest based on the scores assigned by the respondents. According to (Egbu and Botterill, 2002; McCaffer and Edum-Fotwe, 2001), the formula is very popular with researchers in the construction management field. The factors (statements) are then ranked according to the formula below using Excel. The mean score is calculated as follows.

$$\text{Mean score (I)} = I = \frac{\sum a_i \cdot x_i}{\sum x_i} ..$$

Where I=Mean Score, a =Rank of event i and x=frequency of event i

3.11 Ethical Consideration

All respondents were made aware of their liberty to participate in the study. The researcher ensured that all respondents participated in the study and assured them of utmost confidentiality throughout the study. The researcher was keen to acknowledge borrowed works from other authors. During data collection the researcher made sure to seek permission from relevant research authorities and proper information regarding the survey given to the respondents prior to commencing the study.

Chapter Four

4. Data Analysis and Interpretation

4.0 Introduction

This chapter contains findings on the study assessment of project manager’s leadership style on construction project performance on kaffa Zone. The findings have been discussed under thematic areas and subsections corresponding to the variables and objectives of the study. The thematic areas include: Study Demography (General Information), leadership style and project performance, types of leadership style (transactional and transformational leadership), leadership experience on project performance.

4.1 Questioner Response Rate

The study targeted 56 respondents from public constructions project of kaffa zone. Since this respondents were involved in the implementation of various construction projects of kaffa zone. Out of this 56 issued questioner to the respondents, 49 questioners which representing 87.5% of the total Questioners distributed were returned fully completed, while 7 questioners were not returned, representing 12.5%, as indicated in the figure below.

Respondents Response Rate

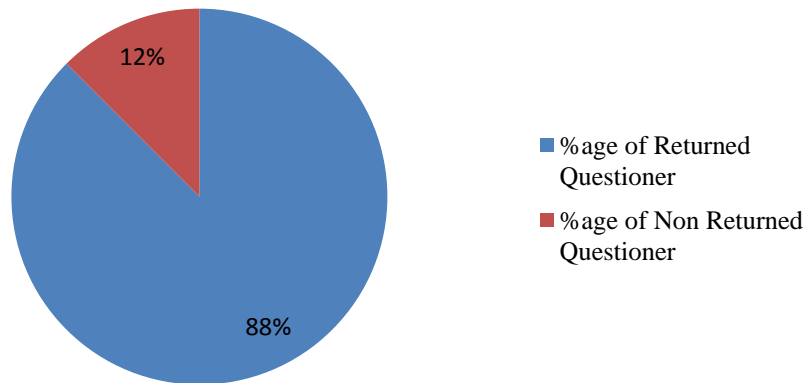


Figure 3 : Response Rate

Source: Survey Data (2019)

From this analysis, it can be inferred that the response rate of the study was very good, since rate of return of 50% is considered sufficient, 60% is good, 70% and above is very good according to Mungenda and Mungenda (2003).

4.2 Demographic and General Information

The study targeted Project Managers, Project Team Members, community leaders and project beneficiaries of ongoing housing Projects of kaffa zone. The demographic characteristics of the respondent were investigated in the first section questioner. The demographics captured age of respondents, gender, level education, amount of experience.

4.2.1 Gender of the Respondent

This section presents gender of respondents and the results are shown in the figure 4

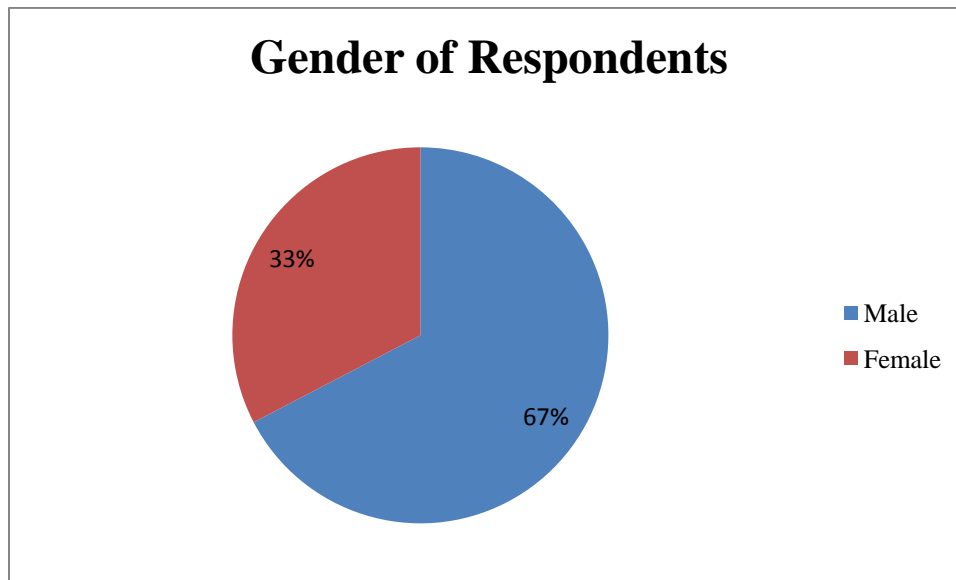


Figure 4 Gender of Respondent

Source Survey Data (2019)

From the findings, the study involved both male and female respondents and out of 49 respondents, majorities were male, representing 67.3% while the female counter parts were 32.7%

4.2.2 Age of Respondents

The study sought to establish the respondents' ages and findings are shown on the figure 5

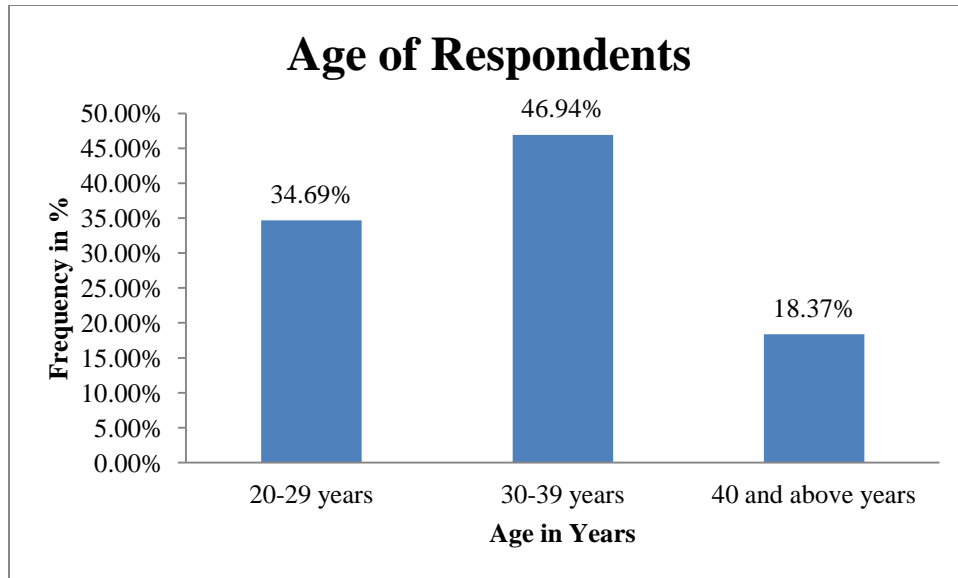


Figure 5: Age of Respondents

Source: survey data (2019)

From the findings, out of 49 respondents, there 34.7% respondents were between 20-29 years ;46.9% respondents were between 30-39 years; 18.4% were between 40 and above years old. The age distribution of respondents revealed different levels of job experience in their respective functional areas.

4.2.3 Level of Education

Figure 4.4 indicates the highest level of education attained by the respondents

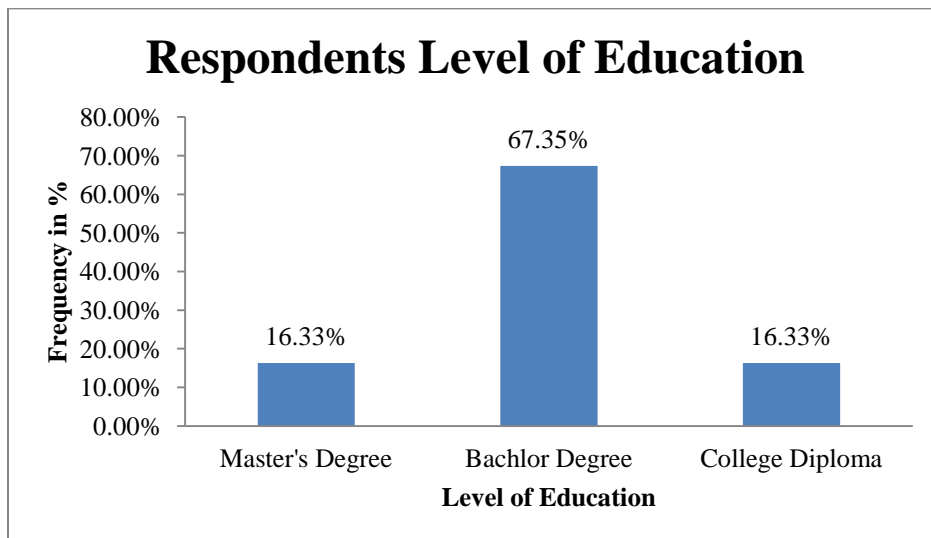


Figure 6: Highest Level of Education

Source: survey data (2019)

From the study findings 16.3% of respondents had Master’s Degree; 67.3% of respondents had Bachelor Degree; 16.3% of respondents had College Diploma. This means that majority of the respondents were well educated hence were comfortable in answering the questionnaire.

4.2.4 Length of Service

The respondents length of service was expressed in terms of number of months/years involved in the implementation of various projects the result shown in the figure below

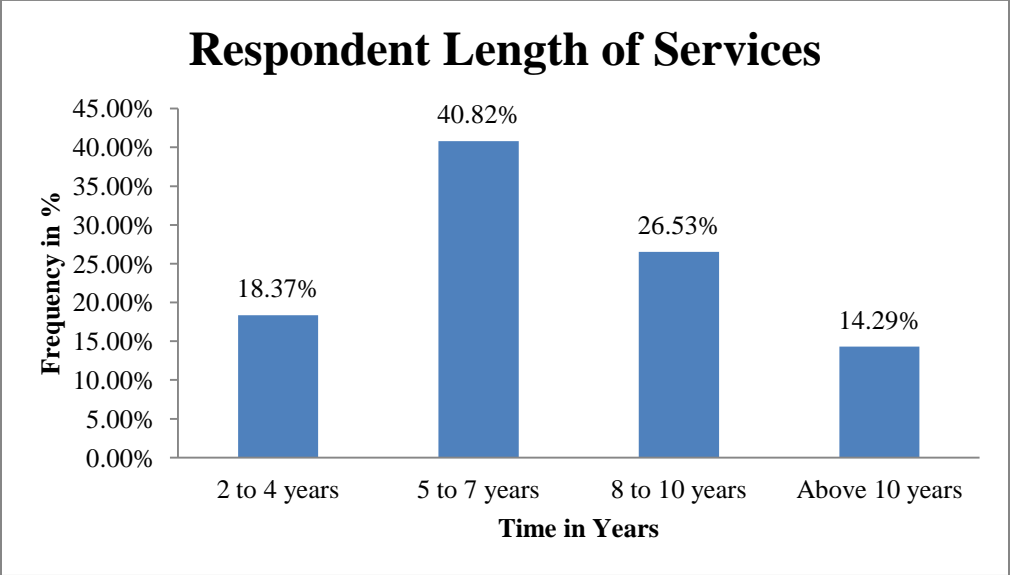


Figure 7: Respondents Length of Services

Source: Survey Data (2019)

The findings indicates that 18.37% of the respondents had worked in organization for 2 to 4 years; 40.82% of the respondents had worked in organization for 5 to 7 Years; 26.53% of the respondents had worked in organization for 8 to 10 years; 14.29% of the respondent had worked in organization above 10 Years and there is no respondents that had below 2 year experience .the findings indicate a population of matured experience on managerial position and duration of construction projects.

4.2.5 Job Title

Respondents were drawn from various capacities in which they work in as shown in the figure below

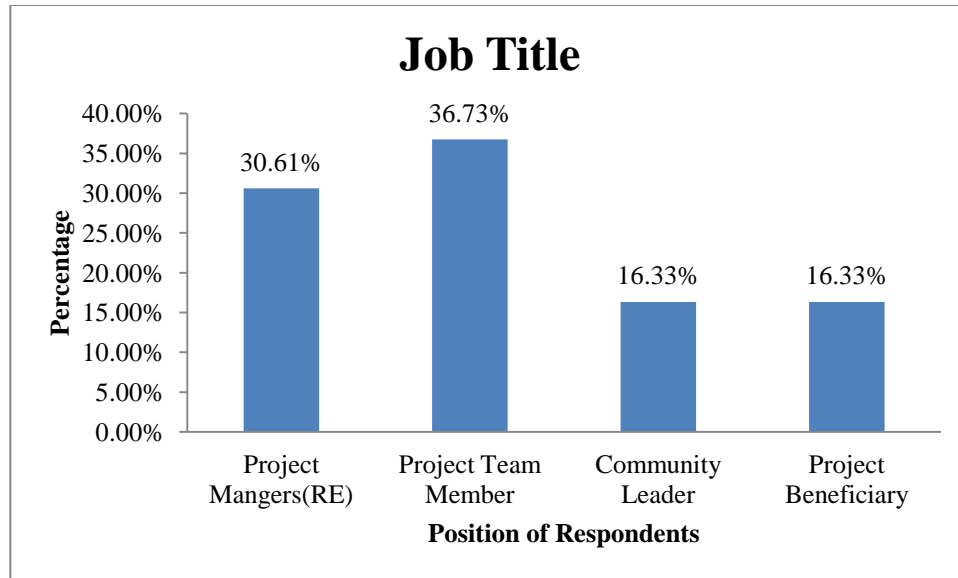


Figure 8: Respondents Job Title

Source: Survey Data (2019)

The data analysis from the stratified sampling conducted revealed that, 30.61% of the respondents were project managers (Resident Engineers); 36.73% of the respondents were project team members; 16.33% of the respondents were community leaders while 16.33% of respondents were represented project beneficiaries in the survey.

The high representations of project managers (Resident Engineers) and project members (site engineers, construction engineers, office engineers and assistance resident engineers) was inevitable as this are the very key professionals usually engaged in the management of construction projects in kaffa Zone.

4.3 Reliability Check – Cronbach’s Alpha

The reliability of the data was analyzed by using Statistically Package for Social Sciences version 20 (SPSS v20). SPSS v20 was used to run the value of Cronbach’s alpha and the results for transactional leadership styles, transformational leadership styles and leadership experience are as shown in Table 4.2. The values show that, all are reliable because, they are greater than 0.4 and its normal range of Cronbach’s coefficient alpha value between 0.0 and + 1.0, according to Hammad, 2013.

Table 3: Cronbach's Alepah for Questinnaires Reliability

S.No.	Independent Variables	Cronbach's Alpha Cofficent	No. of Items
1	Transaction Leadership Styles	0.395	4
2	Transformational Leadership Styles	0.804	4
3	Leadership Experience	0.586	5

4.4Leadership Styles and Project Performance

To estimate the extent to which the respondents agreed with the effect of project management leadership styles on project Performance of construction projects of Kaffa Zone, an analysis was done and the findings are presented on **Table below**

Table 4: Extent of leadership styles effect on performance of project

Responses	Frequency	Percentage
Very Great Extent	11	22%
Great Extent	20	41%
Moderate Extent	15	31%
Little Extent	3	6%
Total	49	100.0

Source: (Survey Data, 2019)

From the findings, 22% of the respondents agreed the effect was to very great extent; 41% of the respondents acknowledged that the effect was to a great extent; 31% of the respondents indicated that the effect was to a moderate extent while only 6% indicated the effect was of little extend.

It can be conclude that all respondents thus agreed the project management leadership style affect the performance of construction projects on kaffa zone.

4.5 Transactional Leadership style and Project Performance

Table 5: Transactional Leadership Style and Project Performance

Statements	Mean	Std. Deviation
Managers Give a clear Reward for each schedule	3.14	1.307
Manager Tracks mistakes and Penalties	3.29	1.173
Project Managers is always absent when needed	2.86	1.041
Project Managers delays to respond to Problems	2.76	1.011
Mean of Mean	3.01	

Source: (Survey Data, 2019)

Table 5 shows that transactional leadership is applied moderately by project managers with aggregate mean 3.01 Manager Track's mistakes for each staff and Penalizes when they reaches a certain threshold. (mean 3.29); managers give a clear reward for each schedule (mean 3.14); Project Managers is always absent when needed to attend to important project matters (2.86) Project Managers delays to respond to Problems (mean 2.76); from statements, projects manager tracks mistakes and penalties, managers give a clear reward for each schedule have a mean of 3.29 and 3.14 respectively. The mean of mean is calculated to identify items that have significant influence on performance of projects .means that are higher in value to the mean of means are significant with strength determined by their value. In this regard Manager Track's mistakes and Penalizes when they reach a certain threshold had the strongest significant influence to the project performance. Managers give a clear Reward for each schedule had significant influence on project performance respectively. The study did not find significant influence of the following aspects to project performance: Project Managers is always absent when needed Project Managers delays to respond to Problems.

4.6 Transformational Leadership style and Project Performance

Four aspects of transformational leadership style were assessed in this study namely, idealized influence, inspirational motivation, intellectual simulation and individualized consideration.

Table 6: Transformational Leadership Style and Project Performance

Statements	Mean	Std. Deviation
Managers displays power and confidence while administrating	3.78	0.848
Managers arouses awareness about important Task	3.65	1.032
Project Mangers Encourages the team to look at problems	3.61	1.169
Project Managers appreciate Different Abilities	3.47	1.082
Mean of mean	3.62	

Source: (Survey Data, 2019)

Table 6 findings show transformational leadership style is applied moderately in projects with aggregate mean of 3.62 .most respondents agreed to Managers displays power and confidence while administrating project activities (Mean 3.78); Managers arouses awareness about important Task and schedules in the project (Mean 3.65); Project Mangers Encourages the team to look at problems from different dimensions (mean 3.61) and Project Managers appreciate Different Abilities and therefore provides individualized attention to staff (mean 3.47). The mean of mean is calculated to identify items that have significant influence on performance of projects .means that are higher in value to the mean of means are significant with strength determined by their value. From the findings Managers displays power and confidence while administrating and Managers arouses awareness about important Task with mean of 3.78 and 3.65 respectively); had significant influence on performance of project. The study found no significant Project Mangers Encourages the team to look at problems and Project Managers appreciate Different Abilities with mean of 3.61 and 3.47 respectively.

4.7 Leadership Experience and Project Performance

The study sought to establish whether leadership experience affect the performance of construction project of kaffa zone as shown on the figure below

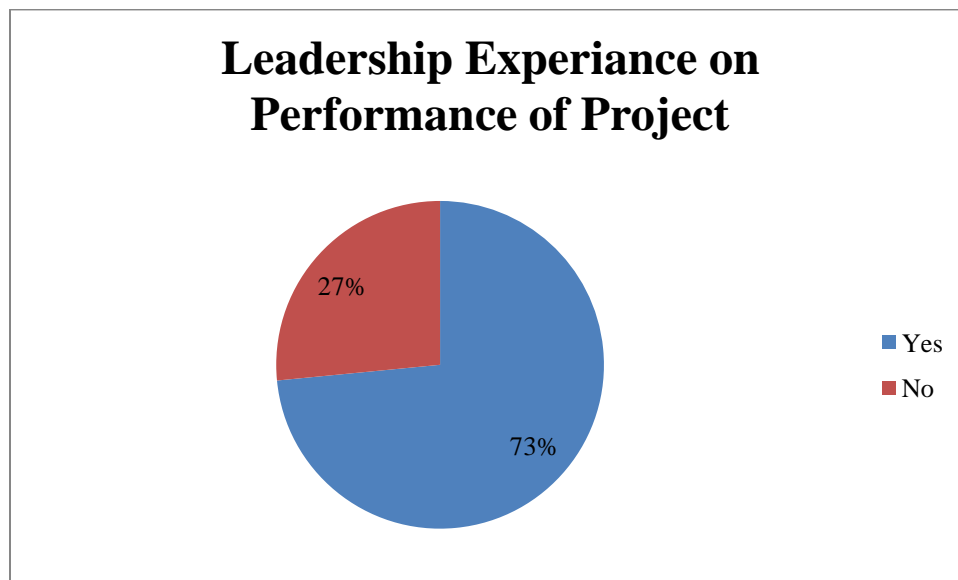


Figure 9: Leadership Experience on Project Performance on Kaffa Zone Construction Projects

Source: Survey Data (2019)

Findings indicate that majority of the respondents (73.5% agreed that leadership experience affects project performance of construction projects on kaffa zone while 26.5% indicated that leadership experience does not affect the performance of construction projects of kaffa zone. This is in line with Ehrenberg & Smith (2000) findings in their Human Capital Theory, suggest that leaders make investments of experience in them, which provides accumulation of both technical, and workforce knowledge and skills and will enhance their ability to influence teams and

eventually organizational performance. This particular hypothesis can be recognized by the survey conducted in three construction departments specifically in UAE by Randaree & Chaudhry (2012), according to the survey most of the respondents also cited that with the experience of leaders, they are more effective in maintaining projects and also in managing the team to perform effectively

Table 7: Extent of effect of leadership experience on Project Performance on Kaffa Zone Construction Projects

Response	Frequency	Percent
Very Great Extent	8	16.33%
Great Extent	20	40.82%
Moderate Extent	15	30.61%
Little Extent	6	12.24%
Total	49	100%

Source: Survey Data (2019)

The response on the effect of leadership experience on performance of construction projects was: 16.33% to very great extent; 40.82% to a Great extent; while 30.61% to a moderate extent and 12.24% to little extent. We can deduced that majority of the respondents thus agreed on great extent on leadership experience affect the project performance of construction projects on kaffa zone.

The following statements were presented to the respondents to establish the extent to which they agreed with statements on leadership experience on project performance of construction of kaffa Zone. The findings presented in the table below

Table 8: Statements on Leadership Experience and Project Performance of kaffa Zone construction projects

Statements	Mean	Std. Deviation
Project Leaders Experience is reflected by the quality of work	4.00	1.021
Leadership Past involvement leads to effective Performance of construction Project	3.84	0.943
A Minimum year of a project leader is required for implementation	2.82	1.286
Mean of Means	3.55	

Source: Survey Data (2019)

The Respondents agreed that project leaders experience is reflected by the quality of his/her work and leadership past involvement leads to effective performance of construction projects of construction projects with means of 4.00 and 3.84 respectively and corresponding standard deviations of 1.021 and 0.943 .This enriches the study of Rodrigues & Lopes (1997) who established that a manager's experience is measured in terms of time in years, past involvement and should reflect in the quality of his work. Respondents also agreed to the statements that experience provides accumulation of both technical and workforce knowledge and skills; leadership past involvement leads to effective performance of construction projects.

4.8 Performance of Construction Projects on Kaffa Zone

To estimate the rate to which the respondents reflected the performance of construction projects on kaffa, an analysis was done and the findings are presented on Table below

Table 9: Response Rate on Performance of construction projects on kaffa zone

Response Rate	Frequency	Percent
Excellent	2	4.08%
Average	30	61.22%
Below Average	10	20.41%
Poor	7	14.29%
Total	49	100%

Source: Survey Data (2019)

From the findings, 4.08% of the respondents rate the performance of construction projects on kaffa zone excellent; 61.22% acknowledge the rate of performance of construction projects average; 20.41% indicated that the rate of performance of construction projects below average and 14.29% agreed that the rate of performance of construction projects were poor.

The performance of construction projects on kaffa zone was assessed by using budget, time, project objectives and satisfaction of projects beneficiaries an analysis was done and the findings are presented on Table below and using stated statements that presented to the respondents to establish the extent to which they agreed with the statements on performances of construction projects on kaffa zone. Where: Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

Table 10: Statements on performance of construction projects

statements	Mean	Std. Deviation
Projects on Kaffa Zone are Completed within the budget	2.22	1.026
Project on Kaffa Zone Completed with Time	2.31	0.962
Project Objectives are Achieved	3.00	0.957
Project Beneficiaries are Satisfied	2.98	1.09
Mean of Means	2.62	

Source: Survey Data (2019)

Based on the above result shown on the Table, it is apparent that the mean response ratings for more than half of the respondents' response were above average with an overall average mean score of about 2.62. From the total of 4 statements stated above, only two of them had a standard deviation less than 1.0 indicating some level of agreement among the respondents' ratings. According to the survey, the most highly-agreed point or statement is that project objectives are achieved and project beneficiaries are satisfied in construction projects of kaffa zone with means of 3.00 and 2.98 respectively however in the statement that indicate project beneficiaries are satisfied, few of the respondents had variations' in the rating of their level of agreement with standard deviation greater than 1.0.

4.9 Regression Analysis

4.9.1 Model Diagnostic Test

4.9.1.1 Normality Test

The P-P plot below shows that most of the responses in the independent variables are normally distributed along the normal probability distribution line i.e the observed cumulative distribution of the standardized residual to the expected normal distribution. This is evidence of normal distribution in the regression model.

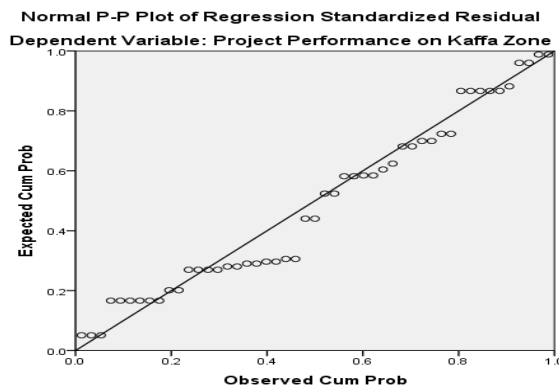


Figure 10 P-P Plot for Normality Test

4.9.1.2 Correlation Analysis

The relationship between different leadership styles (Transactional leadership style, Transformational leadership style), leadership experience and project performance on kaffa zone was investigated using Pearson product-moment correlation coefficient (correlation analysis).

Pallant J. (2005) informs that the p-value is the probability of obtaining a test statistic result of at least as extreme or as close to the one that was actually observed, assuming that the null hypothesis is true. Researchers often “reject the null hypothesis” when the p-value turns out to be less than a predetermined significance level, often between 0.05 or 0.01. For this study, the p-value for the leadership style practices was benchmarked at 0.01 in order to obtain a statistics significance of the variables being studied. Also, the correlation coefficient (r-value) can range between ± 1.0 . A coefficient of +1.0 is a “perfect positive correlation”, meaning that changes in the independent item will result in an identical change in the dependent item (for example, a certain leadership style will result in project success). A coefficient of -1.0, a “perfect negative correlation,” means that changes in the independent item will result in an identical change in the dependent item, but the change will be in the opposite direction. A coefficient of zero means there is no relationship between the two items and that a change in the independent item will have no effect in the dependent item.

Findings in the table below present the associations between Transactional leadership styles, Transformational leadership styles, Leadership Experience and Project Performance on Kaffa Zone.

Table 11 Correlation Matrix

		Correlations			
		Project Performance on Kaffa Zone	Transactional Leadership Style	Transformational Leadership Style	Leadership Experience
Project	Pearson Correlation	1	.440**	.474**	.160
Performance on	Sig. (2-tailed)		.002	.001	.272
Kaffa Zone	N	49	49	49	49
Transactional	Pearson Correlation	.440**	1	.620**	.278
Leadership Style	Sig. (2-tailed)	.002		.000	.053
	N	49	49	49	49
Transformational	Pearson Correlation	.474**	.620**	1	.225
Leadership Style	Sig. (2-tailed)	.001	.000		.119
	N	49	49	49	49
Leadership	Pearson Correlation	.160	.278	.225	1
Experience	Sig. (2-tailed)	.272	.053	.119	
	N	49	49	49	49

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

As Presented in the Table 11, it was observed that there was a direct relationship between the dependent variable and independent variables. Transformational Leadership Styles was observed to significantly have the strongest correlation with projects performance ($r=0.474$, $p= 0.001$). These suggest that there is a strong relation between Transformational leadership styles and performance of construction projects on kaffa zone. Furthermore the findings revealed that positive moderate significance relationship between Transactional Leadership Styles with project performances of ($r=0.440$, $p=0.002$). Findings also show no significance relationship between Leadership experience and project performances of construction projects on kaffa zone ($r=0.160$). Liphadzi, M* etal(2015) on the study of construction industries in south Africa stated that the Pearson correlation shows positive moderate significance between transactional leadership and project success ($r = 0.40$; $p<0.01$). This suggests that there is a relationship between transactional leadership and project success. Furthermore, the findings revealed that the Pearson correlation shows strong positive correlation between transformational leadership and project success ($r = 0.50$; $p<0.01$), but not as significance as the transactional leadership style. Turner & Pearce (2011) indicated that leadership styles and competence is key to successful performance of construction firms, and other similar studies have confirmed a correlation between different leadership styles and construction performance.

On the other hand, no significant correlation has been found between the number of year work experience of a leader and transactional style of leadership ($r = 0.278$; $p=0.053$). According to Yousif A. (2015) it implies, the longer a leader will work in an organization, there are better chances of adopting transactional leadership style; however, transactional style of leadership is not being influenced by the years of work experience of respective leaders.

4.9.1.3 Regression Analysis

The study seeks to establish the relationship between leadership styles (Transactional Leadership style, Transformational Leadership style), leadership experience (independent variables) and project performance of construction projects on kaffa zone (Dependent variables). Therefore, correlation and multiple linear regressions are performed based on the following model

$$Y=\beta_0+ \beta_1X_1+ \beta_2X_2+ \beta_3X_3 + \varepsilon$$

Where by

Y=Project Performance on Kaffa Zone (PP)

X₁=Transactional leadership style (TLS)

X_2 =Transformational Leadership style (TrLS)

X_3 = Leadership Experience (LE)

While β_1 , β_2 and β_3 are coefficients of X_i variables and ϵ is the error term.

Regression diagnostics tests were performed to evaluate the measurement model for multicollinearity and results from the analysis suggested that the variables used in research were reliable ($R^2=0.101$, $F=10.047$, $p=0.000$).

Table 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.401	.361	.67398

a. Predictors: (Constant), Leadership Experience , Transformational Leadership Style, Transactional Leadership Style

b. Dependent Variable: Project Performance on Kaffa Zone

The model summary table reports the strength of the relationship between the model and the dependent variable. R, the multiple correlation coefficient, is the linear correlation between the observed and model-predicted values of the dependent variable ($R=0.633$). Further, 40.1% the observed variations in project performance is explained by Transactional leadership style, Transformational leadership style and leadership experience ($R^2=0.401$) as shown in the table above. The implication is that 59.9% per cent of the changes in project performance can be attributed by other fact.

Table 13 ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.691	3	4.564	10.047	.000 ^b
1 Residual	20.441	45	.454		
Total	34.133	48			

a. Dependent Variable: Project Performance on Kaffa Zone

b. Predictors: (Constant), Leadership Experience , Transformational Leadership Style, Transactional Leadership Style

The result of ANOVA test show that the F value 10.047 with a significance of p value =0.000 which was less than 0.005, meaning that there is a significant relationship between Transactional leadership style, Transformational leadership style ,leadership experience and performance of construction projects of kaffa zone. F calculated (F computed) is greater than the critical (F tabulated) (10.047>0.67), this showed that the overall model was statistically significant at 5% significance level.

4.9.1.4 Regression Analysis Results ors.

Regression analysis further performed to determine the effect of Transactional leadership style, Transformational leadership style and Leadership Experience on project performance of construction projects of kaffa zone based on the above model. Results are presented in table 14.

Table 14 Multiple Regression Analysis Parameter Estimation Results

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.531	.559		.950	.347
	Transactional Leadership Style	.297	.104	.413	2.864	.006
	Transformational Leadership Style	.334	.132	.336	2.536	.015
	Leadership Experience	-.042	.111	-.048	-.376	.034

a. Dependent Variable: Project Performance on Kaffa Zone

The regression model is derived from the formula

$$Y=0.531+ 0.297X_1+ 0.334X_2+ (-0.42) X_3$$

The regression model provides statistical control through which the study established the effect of each predictor variable. Holding all variables at zero will result in a positive performance of kaffa zone construction projects equal to 0.531. In a similar way, reducing all other independent

variables to zero, a unit change in Transactional leadership style will result in 0.297 increments in positive performance of construction projects on kaffa zone. The findings indicate 0.334 increments in performance of construction projects on kaffa zone when all other independent variables are reduced to zero with only a unit change in Transformational leadership style. Finally, a unit change in leadership experience will yield 0.42 decrements in performance of construction projects of kaffa zone when all other predictor variables are held constant at zero these refer leadership experience is found to have a negative significant impact on performance of construction projects on kaffa zone.

The results also show that the coefficients for each variable are non- zero. This therefore means that all the independent variables affect the response variable. However, since the p-values for transactional leadership style, transformational leadership styles and leadership experience are less than 0.005, thus all predictors are very significant on performance of construction projects of kaffa zone. Which was supported by researcher (James T ,2018) indicate that 42.7 % of the variance in TPI was explained by project manager's transformational leadership style while model 2 shows that 53.2 % of the variance in project time performance was explained by both transformational and transactional leadership style.

The finds of this study also in line with previous research studies (Wang, et al., 2010; Obiwuru, et al., 2011). As per the literature review, transformational leadership helps in establishing a value system along with providing the employees an opportunity to develop their skills and abilities and leadership styles contribute effectively in determining the organizational performance. Which was again supported by Ebrahim H., 2018 on result of Pearson correlation the transformational leadership style ($\beta = 0.032$; $t = 0.276$; $P = 0.0001$) were found to have a positive relationship with organizational performance

Further findings obtained that both transformational and transactional leadership style accounts for a higher explanatory power are in line with findings by Felfe, et al. (2004) who had established that both transformational and transactional leadership styles aspects can be adopted by a leader based on the task at hand. However on the other hand, leadership experience and leadership control have positive impact of performance of CI (compassion international) projects (FAITH NZIVA MARY, 2018), which contradicts the results of the survey. This space can be further researched in the future by gathering more evidence.

Chapter Five

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This chapter gives the summary of major findings, conclusions, and recommendations in relation to each of the research objectives. It further gives suggestions for further research by focusing on findings from the study area.

5.1 Summary of Findings

The summary of findings will follow the order of research objectives. The basic purpose of the study was to Assess Project Managers Leadership Style on Construction Project Performance: A Case of Kaffa Zone, SNNP/Ethiopia. The study adopted a descriptive research design with target population of 65 from which a sample size of 56 respondents was selected using Krejcie & Morgan scale. Data was collected by use of questionnaires and analyzed by use of descriptive statistics. The findings of the study according to the research objectives were as follows:

5.1.0 Leadership style on performance of construction project

From the findings, 22% of the respondents agreed the effect of leadership style on project performance was to very great extent; 41% of the respondents acknowledged that the effect was to a great extent; 31% of the respondents indicated that the effect was to a moderate extent while only 6% indicated the effect was of little extent. Therefore 94% of the respondents agreed the effect of leadership style on project performance and It can be conclude that all respondents thus agreed the project management leadership style affect the performance of construction projects on kaffa zone.

5.1.1 Transactional leadership style on performance of construction project

The findings of this study show that Transactional leadership style plays a moderate role in project performance of kaffa zone construction projects with aggregate mean of 3.01. Among the factors considered in the study manger tracks mistakes for each staff and penalizes when they reaches a certain threshold with mean of 3.29 had the highest influence on project performance of construction projects, this indicate that transactional leadership is about power to perform certain tasks and reward or punish according to employees' performances . The study did not find significant influence of the following aspects to project performance: the project manager delays to respond to problems occurring in the project and the project

manager is always absent when needed to attend important project matters with mean of 2.86 and 2.76 respectively.

5.1.2 Transformational leadership style on performance of construction project

Findings of the study indicate transformational leadership style is applied moderately in projects with aggregate mean of 3.62. among the factors most respondents agreed to Managers displays power and confidence while administrating project activities (Mean 3.78); Managers arouses awareness about important Task and schedules in the project (Mean 3.65); Project Mangers Encourages the team to look at problems from different dimensions (mean 3.61) had the highest influence on project performance of construction projects on kaffa zone and the study did not found significant influence on factors that stated Project Managers appreciate different Abilities and therefore provides individualized attention to staff (mean 3.47).this indicate that transformational leader focus on encouraging followers to be better in many way and concentrate in team work rather than individual interest.

5.1.3 Leadership Experience and Performance of construction project

Based on the study, majority of the respondents (73.5% agreed that leadership experience affects project performance of construction projects on kaffa zone while 26.5% indicated that leadership experience does not affect the performance of construction projects of kaffa zone. The study established that a minimum year of a project leader is not required for implementation of construction project on kaffa zone with mean of 2.82 that is lesser value of min of mean 3.55. However Project leaders experience is reflected by the quality of work and Leadership past involvement leads to effective performance of construction projects on kaffa zone with min 4.00 and 3.84 respectively.

When asked to measure the extent at which the response on the effect of leadership experience on performance of construction projects was: 16.33% to very great extent; 40.82% to a Great extent; while 30.61% to a moderate extent and 12.24% to little extent. Thus majority of the respondents thus agreed on great extent on leadership experience affect the project performance of construction projects on kaffa zone.

5.1.4 Performance of construction project on kaffa zone

From the findings, 4.08% of the respondents rate the performance of construction projects on kaffa zone excellent; 61.22% acknowledge the rate of performance of construction projects average; 20.41% indicated that the rate of performance of construction projects below average and 14.29% agreed that the rate of performance of construction projects were poor. This indicated that majority of the respondents indicate the performance is average and the respondent acknowledged projects on kaffa zone are not completed within budget and time with mean value of 2.22 and 2.31 respectively that is lesser value from mean of mean 2.65.

4.3 CONCLUSIONS

Basic purpose of this research study was to assess project managers' leadership style on construction project performance of kaffa zone

Findings of the study show that majority of a project experience significant budget and time over run. From the study findings it can be conclude that project objective achievement and beneficiary satisfaction was the most important parameter of project performance on kaffa zone.

The study concludes that leadership style has a significant effect on project performance specifically, found that transformational leadership style had the most significant influence on project performance and it is the most preferred by employees of construction projects on kaffa zone. However it's imperative for project managers to adopt aspects of both transactional and transformational leadership styles with significant influence to project performances in order to improve performance of construction projects

The research results found that leadership experience had a large effect on project performance of construction projects on kaffa zone. The respondents further agreed that Project leaders experience is reflected by the quality of work and Leadership past involvement leads to effective performance of construction projects on kaffa zone.

The study concludes that there is a significant relationship between transactional leadership styles, Transformational leadership styles and Leadership Experience and Project performances of construction projects on kaffa zone.

4.4 Recommendations

On the basis of findings and conclusions drawn from the study, the following recommendations are proposed.

Project managers and other professionals working in the construction industry should understand that leadership is important in construction project and should apply principle of leadership to get better performance of a project.

The study recommended that managers adopt transformational leadership style and project managers experience that support by leadership skill have a great impact to ensure effective performance of projects.

Project managers should lead by being model of moral and ethical standards to be emulated by team members. Managers should encourage their teams to find solutions to challenging problems within a project.

The study suggest emphasis be given to the experience of project staff to ensure projects are effectively executed in order to fully meet set objectives

Regular leadership training should be prepared for managers to improve their leadership styles

Project managers should have some motivations like reward and recognition schemes for their workers to have some level of job satisfaction.

5.3.1 Recommendation for future study

Future research could widen the number of organization and can enlarge a bigger sample data size in different industries such as travel, banking and hospitality

Further study focus on the influence of Specific Transformational Leadership style's trait, characteristics, skill and behaviors on construction project is recommended.

In depth study on how to practice leadership in construction should be done.

References

- Ameh, O.J. and Odusami, K.T. (2014). The leadership profile of Nigerian construction project managers. *Sci Iran Trans A Civ Eng.*, 21(4):1241–8.
- Bass, B.M. (1985), “Leadership and Performance Beyond Expectation”, The Free Press, New York, NY.
- Avolio, J., Gardner, L., Walumbwa, O., Luthans, F., & May, D. (2004). Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly*, 15(8) .
- Bass, B. M. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 19-31
- Berg, M. E., & Karlsen, J. T. (2007). Mental models in project management coaching. *Engineering Management Journal*, 19(3), 3-14.
- Bhattacharjee, A. (2012). *Social science research: principles, methods, and practices*. Textbook collections.
- Bresnen, M.J., A. Bryman, A. Beardsworth, J. Ford and E. Keil. (1986). Leader Orientation of Construction Site Managers. *Journal of Construction Engineering and Management*, Vol. 118(3) pp. 370-386
- Brozik, D. (1994), “The Second Dimensions for Successful Management”, *Manage*, Vol. 45 No. 4, pp. 4-7
- Burns, J. M. (1978). *Leadership*. New York: Harper and Row Publishers.
- Cole, G. A. (1996). *Management: Theory and practice*, 5th Ed. Ashford Color Press: London
- Conger, J.A. and Kanungo, R.N. (1998), “Charismatic Leadership in Organisations”, Sage, Thousand Oaks, C.A.
- Dubrin, (2004) “Leadership: Research Finding, Practice, and Skills”, 4th edition, Houghton Mifflin, U.S.A
- Hassan and Abduselam (2016) *International Journal of Managerial Studies and Research (IJMSR)* Volume 4, Issue 6, June 2016, PP 73-94
- Hillebrandt, P. M., 2000. *Economic Theory and the Construction Industry*. 3rd Edition, Basingstoke: Macmillan
- Hyvari, I. (2006) Project management effectiveness in project-oriented business organizations. *International Journal of Project Management*, (24), pp.216–225.

Jarad, G. H., 2012. 'The construction manager leading characteristics for the success of construction projects in the Gaza Strip' Master's Thesis, The Islamic university of Gaza
Mosadeghrad, A.M. (2003a), "The Role of Participative Management (Suggestion System) in Hospital Effectiveness and Efficiency", Research in Medical Sciences, Vol. 8 No. 3, Isfahan, pp. 85-9.

Kariuki,J.(2015).Project managers leadership syle, team work, Project characterstics and performance of water projects in Kenya,.Nairobi: Doctoral Thesis University of Nairobi.

Keller, R. T. (1992). Transformational leadership and the performance of R&D project. Journal of Management,, 18 (3), 489 -501.

Kibuchi, P. (2012). The contribution of human factors in the performance of construction projects in Kenya: a case study of construction project team participants in Nairobi. Nairobi: Unpublished Doctoral Thesis(UoN)

Kloppenborg, T., & Opfer, W. (2012). The current state of project management research: Trends, interpretations, and predictions. Project Management Journal, 33(2), 5-27

Kothari, C. (2004). Research Methodology: Methods and techniques. New Age International.

Lapp, J. (2009). New models of leadership. *Executive Excellence*, 16(6), 20-22.

Mazlan Ismail and Mohammed Syazli Fathi(2014) "Leadership in Construction: Leadership Styles Practiced in Construction Project – A Review Journal of Advanced Research in Business and Management Studies 13, Issue 1 (2018) 24-30

Liphadzi, M*, Aigbavboa,(2015) Relationship between leadership styles and project success in the South African construction industry, creative construction conference June 2015

Mazlan Ismail & Mohamad Syazli Fathi(2018)Journal of Advanced Research in Business and Management Studies 13, Issue 1 (2018) 24-30

Mawson, T. (2001) "Ready! Aim! Inspire! Leadership in Engineering", Leadership and Management in Engineering, ASCE Magazine, pp 50-51, April 2004

Mugenda,O.M.,& Mugenda,A.(2003). Research methods ,Qualitative and Quantitative approach

Neuhauser, C. (2007). Project manager leadership behaviors and frequency of use by female project managers. Project Management Journal, 38(1), 21-31.

Northouse, P. G., 2000. Leadership theory and practice. 2nd ed. Thousand Oaks: Sage

Oshinubi, O.O. (2007). The Influence of Project Managers' Leadership Styles On Project Team Performance In The Construction Industry. (A Dissertation Presented in Partial Fulfillment of the Requirements for the Degree Doctor of Management in Organizational Leadership, University of Phoenix, 2007)

Pallant, J., 2005. SPSS survival manual: A step by step guide to data analysis using SPSS, 2nd edition, ALLEN UNWIN

Price, J. J., 2009. The Conception and Operationalization of leadership in construction companies, Masters Degrees Thesis, UNISA

Piyush, M., Dangayach, G. S., & Mittal, M. L. (2011). A Study of Critical Project Success Parameters in Different Organizational Conditions. *Advances in Management*, 4(8), 50-56.

Schmid, B., & Adams, J. (2008). Motivation in project management: The project manager's perspective. *Project Management Journal*, 39(2), 60-71

Shahin, A.I. and Wright, P.L. (2004) "Leadership in the Context of Culture – An Egyptian Perspective", *The Leadership and Organisation Development Journal*, Vol.25 No.6, pp.499-511.

Shenhar, A. J., & Dvir, D. (2007). Project management research: The challenge and opportunity. *Project Management Journal*, 38(2), 93-99.

Skipper, C., & Bell, L. (2006). Influences Impacting Leadership Development. *Journal of Management in Engineering*, 68-74

Skipper, C.O. and Bell, L.C. (2006b). Assessment with 360 degree evaluations of leadership behaviour of construction project managers. *J. Manag Eng.*, 22(2):75–80.

Srica, V. (2008). Social intelligence and project leadership. *The Business Review*, 9(2), 189-200

Tabassi, A. A., & Babar, S. (2010). Towards assessing the leadership style and quality of transformational leadership. The case of construction firms of Iran. *Journal of Technology Management in China*, 5 (3), 245-258.

Turner, R. K. and Pearce, D. W. (2011) 'Sustainable economic development: economic and ethical principles. In Barbier, E. (ed), *Economics and Ecology: New Frontiers and Sustainable Development*. London: Chapman & Hall.

Turner, J., & Muller, R. (2005). The project manager's leadership style as a success factor on projects: A literature review. *Project Management Journal*, 36(2), 49-61.

Venkataraman, S. (2007). The distinctive Domain of Entrepreneurship Research: An Editor's Perspective, In J. Katz & J. Brodkhaus (Ed), *Advances in Entrepreneurship, Firm Emergence, and Growth*. Greenwich, CT: JAI, Press, Vol. 3, pp. 19-38.

Wang, F. J., Chich-Jen, S. & Mei-Ling, T., 2010. Effect of leadership style on organizational performance as viewed from human resource management strategy. *African Journal of Business Management*, 4(18), pp. 3924-3936.

Zimmerer, T., & Yasin, M. M. (2008). A leadership profile of American project managers. *Project Management Journal*, 29(3), 31-38.

APPENDIX –I: Questionnaire

Introduction Letter

Anuar Negussie Asfaw

Jimma University College of Business and Economics

Jimma, Ethiopia

Dear Sir/Madam,

I am a post graduate student of Jimma University College of Business and Economics conducting a research for my study on Assessment of Project Managers Leadership Style on Construction Project Performance a Case of Kaffa Zone.

I request for your assistance in gathering data for this study which is purely academic. The questionnaire should only take a few minutes of your time and your participation is voluntary. Your completion and return of the questionnaire will constitute your implied consent. Your response is very important to the success of this study. All information will be kept completely confidential your identity will not be given to anyone.

Thank you for the valuable time and information provided in this study.

Yours faithfully,

Anuar Negussie Asfaw

APPENDIX II: Questionnaire

The aim of this questionnaire is to gather information about Assessment of Project Managers Leadership Style on Construction Project Performance a Case of Kaffa Zone. Please to answer the question truthfully.

Part A: General Information

1. Name of the Project.....
2. Gender of Respondent
 - Male []
 - Female []
3. Kindly Indicate your age bracket in years
 - Below 20 years []
 - 20-29 years []
 - 30-39 years []
 - 40 and above years []
4. Please indicate your highest level of education attain so far
 - PhD []
 - Master's Degree []
 - Bachelor Degree []
 - College Diploma []
 - Other Diploma (Please Specify.....)
5. Length of Service
 - Below 2 years []
 - 2 to 4 years []
 - 5 to 7 years []
 - 8 to 10 years []
 - Above 10 years []
6. What is your Job title?
 - Project Manager []
 - Project Team Member []
 - Community Leader []
 - Project Beneficiary []

Part B: Leadership style and Project Performance

7. In your opinion does leadership style affect the performance of construction project on kaffa zone?

Yes () No ()

If yes explain

.....

8. To what extent does leadership style affect the performance of construction project on kaffa zone?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

Not at all ()

Part C: Statements relating to leadership styles.

9. Statements relating to Types of leadership styles

Indicate your level of agreement with the following statements on influence of transactional and transformational leadership on performance of construction project on kaffa zone

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to transactional leadership styles	SD-1	D-2	N-3	A-4	SA-5
I.	The manager gives a clear reward scheme for each scheduled task in the project.					
II.	The manger tracks mistakes for each staff and penalizes when they reaches a certain threshold.					
III.	The project manager delays to respond to problems occurring in the project.					
IV.	The project manager is always absent when needed to attend to important project matters.					

	Statements relating to transformational leadership styles	SD-1	D-2	N-3	A-4	SA-5
V.	The manager displays power and confidence while administrating project activities.					

VI.	The manger arouses awareness about important tasks and schedules in the project.					
VII.	The project manager encourages the team to look at problems from different dimensions.					
VIII.	The project manager appreciates our different abilities and therefore provides individualized attention to staff.					

Part D: Leadership Experience and Project Performance

10. In your opinion does leadership experience affect the performance of construction project of kaffa zone?

Yes () No ()

If yes explain

.....

11. To what extent does leadership experience affect the performance of construction project of kaffa zone?

Very great extent ()
 Great extent ()
 Moderate extent ()
 Little extent ()
 Not at all ()

12. Indicate your level of agreement with the following statements to the effect of leadership experience on performance of construction project on kaffa zone

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to transformational leadership styles	SD-1	D-2	N-3	A-4	SA-5
I.	A minimum year of a project leader is required for implementation of construction project on kaffa zone.					
II.	Project leaders experience is reflected by the quality of work					
III.	Leadership past involvement leads to effective performance of construction projects on kaffa zone					

Part E: Performance of construction Project on kaffa zone

13. Generally how do you rate the performance of construction project on kaffa zone?

Excellent ()
 Average ()

Below average ()

Poor ()

14. Indicate your level of agreement with the following statements relating to performance of construction project on kaffa zone

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to transformational leadership styles	SD-1	D-2	N-3	A-4	SA-5
I.	Projects on kaffa zone are completed within the budget.					
II.	Project on kaffa zone completed with time					
III.	Project objectives are achieved					
IV.	Project beneficiaries are satisfied					

Thank for your time

APPENDIX II- SAMPLE OF SPSS DATA COMPUTATION ON THE ANALYSIS

Anu SPSS.sav [DataSet1] - IBM SPSS Statistics Data Editor

File Edit View Data Transform Analyze Direct Marketing Graphs Utilities Add-ons Window Help

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	QuesID	String	8	0	General Informa...	None	None	8	Left	Nominal	Input
2	Q1.1	String	8	0	Name of the Pr...	None	None	8	Left	Nominal	Input
3	Q1.2	Numeric	8	0	Gender of Resp...	{1, Male}...	None	8	Right	Nominal	Input
4	Q1.3	Numeric	8	0	Kindly Indicate ...	{1, Below20...	None	8	Right	Nominal	Input
5	Q1.4	Numeric	8	0	Highest Level of...	{1, PhD}...	None	8	Right	Ordinal	Input
6	Q1.5	Numeric	8	0	Length of Service	{1, Below 2 ...	None	8	Right	Nominal	Input
7	Q1.6	Numeric	8	0	Job Title	{1, Project ...	None	8	Right	Ordinal	Input
8	Q2	Numeric	8	0	Leadership styl...	None	None	8	Right	Ordinal	Input
9	Q2.1	Numeric	8	0	Leadership Styl...	{1, Yes}...	None	8	Right	Ordinal	Input
10	Q2.2	Numeric	8	0	To what Extent ...	{1, Very Gre...	None	8	Right	Ordinal	Input
11	Q3	Numeric	8	0	Statement Rela...	None	None	8	Right	Ordinal	Input
12	Q3.1	Numeric	8	0	Relating to Tran...	None	None	8	Right	Ordinal	Input
13	Q3.1.1	Numeric	8	0	Managers Give ...	{1, Strongly ...	None	8	Right	Ordinal	Input
14	Q3.1.2	Numeric	8	0	Manager Track...	{1, Strongly ...	None	8	Right	Ordinal	Input
15	Q3.1.3	Numeric	8	0	Project Manage...	{1, Strongly ...	None	8	Right	Ordinal	Input
16	Q3.1.4	Numeric	8	0	Project Manage...	{1, Strongly ...	None	8	Right	Ordinal	Input
17	Q3.2	Numeric	8	0	Relating to Tran...	None	None	8	Right	Ordinal	Input
18	Q3.2.1	Numeric	8	0	Managers displ...	{1, Strongly ...	None	8	Right	Ordinal	Input
19	Q3.2.2	Numeric	8	0	Managers arou...	{1, Strongly ...	None	8	Right	Ordinal	Input
20	Q3.2.3	Numeric	8	0	Project Manger...	{1, Strongly ...	None	8	Right	Ordinal	Input
21	Q3.2.4	Numeric	8	0	Project Manage...	{1, Strongly ...	None	8	Right	Ordinal	Input
22	Q4	Numeric	8	0	Leadership Exp...	None	None	8	Right	Ordinal	Input
23	Q4.1	Numeric	8	0	Does Leadershi...	{1, Yes}...	None	8	Right	Ordinal	Input
24	Q4.2	Numeric	8	0	To what Extent ...	{1, Very Gre...	None	8	Right	Ordinal	Input
25	Q4.3	Numeric	8	0	A Minimum...	{1, Strongly ...	None	8	Right	Ordinal	Input

Data View Variable View

IBM SPSS Statistics Processor is ready

Type here to search

11:34 AM 10/22/2020

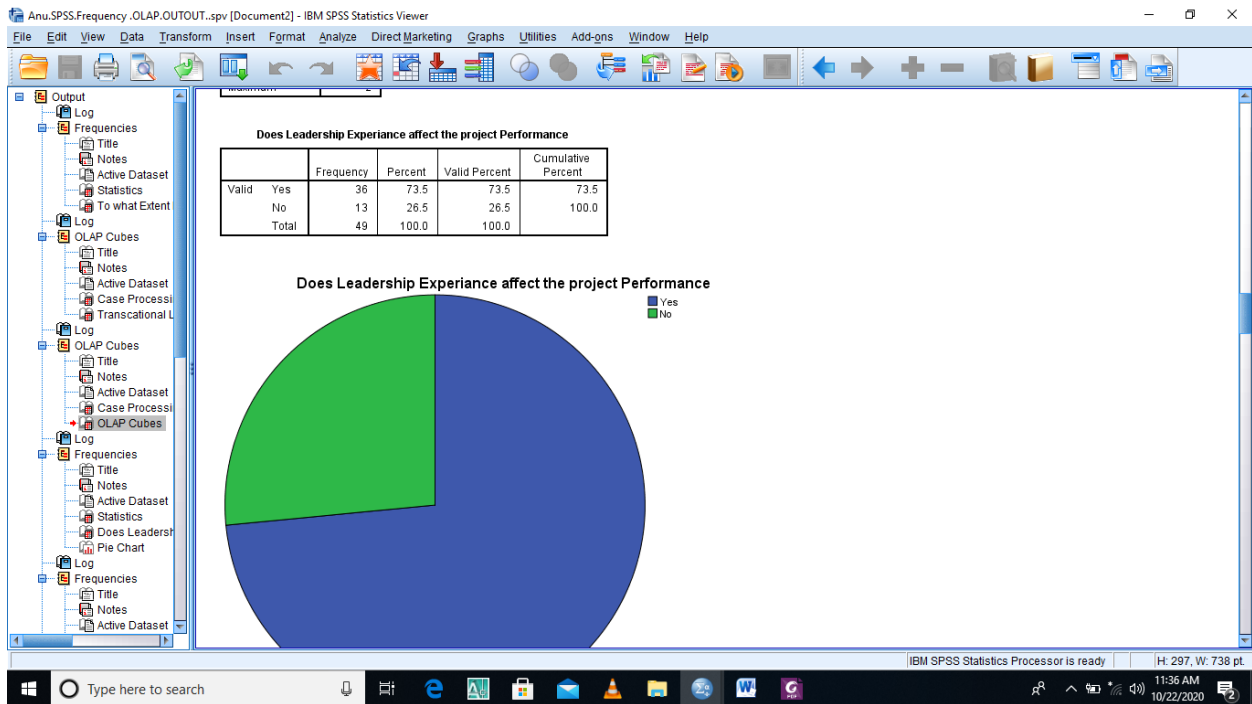
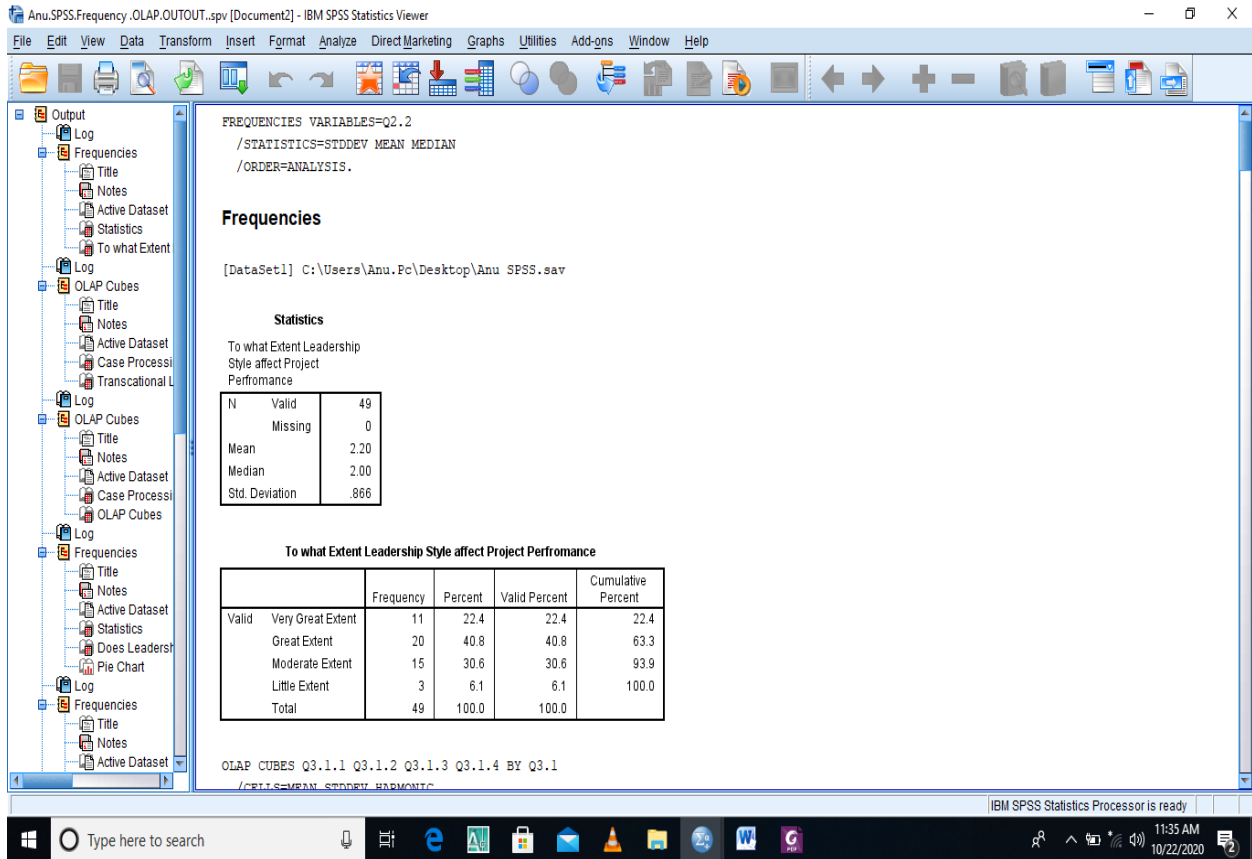


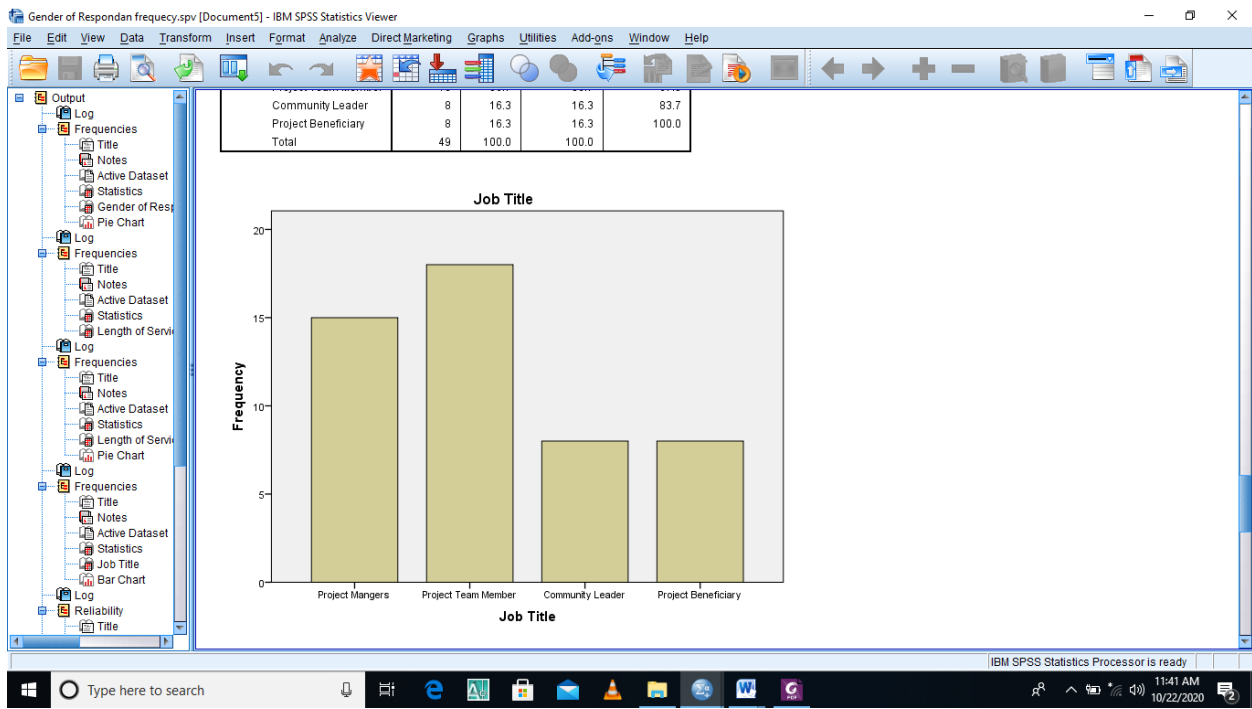
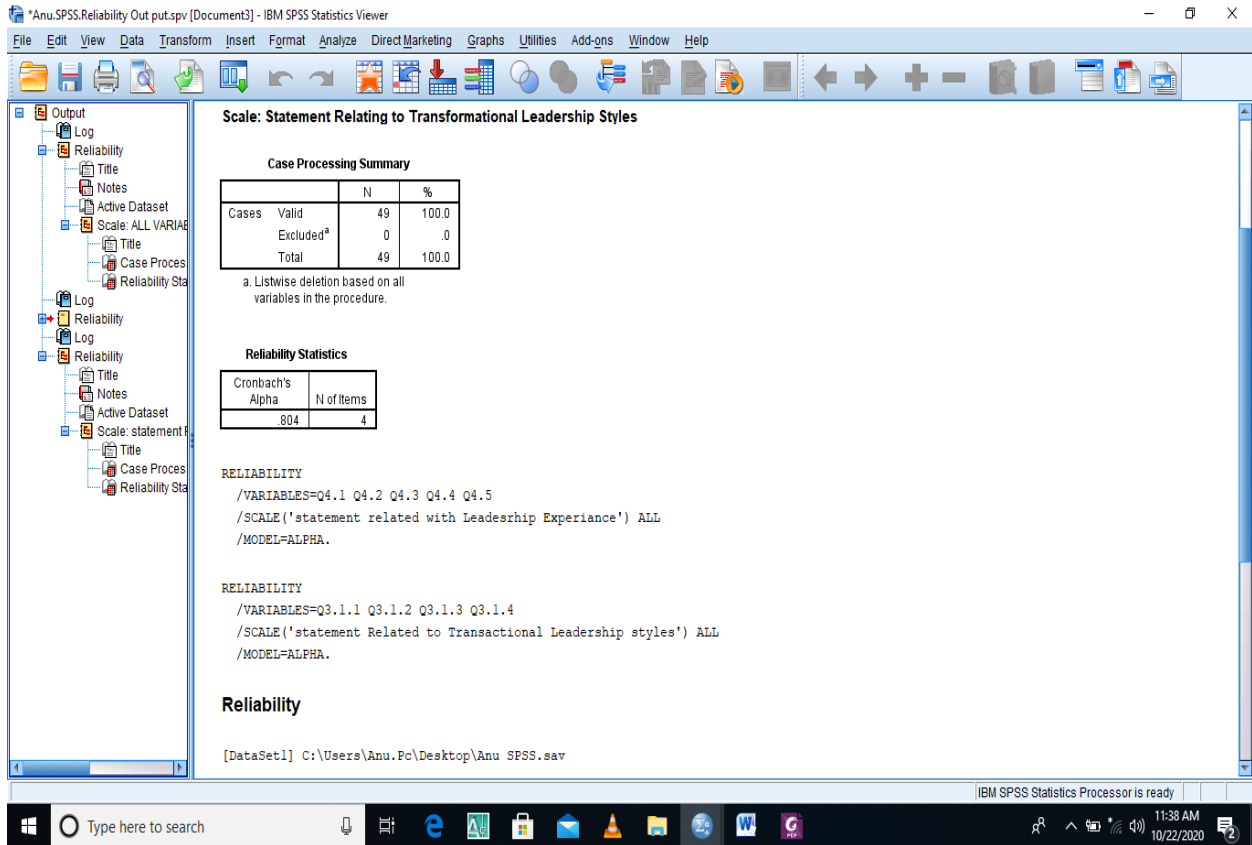
Visible: 33 of 33 Variables

	QueID	Q1.1	Q1.2	Q1.3	Q1.4	Q1.5	Q1.6	Q2	Q2.1	Q2.2	Q3	Q3.1	Q3.1.1	Q3.1.2	Q3.1.3	Q
1	1	1	1	3	3	4	1	1	1	2	1	1	1	2	2	
2	1	1	1	2	3	3	4	1	2	3	1	1	5	5	2	
3	1	1	1	2	3	3	4	1	2	4	1	1	3	2	3	
4	1	1	2	2	3	2	2	1	2	2	1	1	5	4	4	
5	1	1	1	3	3	3	1	1	1	3	1	1	5	5	2	
6	1	1	1	3	3	3	2	1	1	2	1	1	5	5	4	
7	1	1	1	3	3	5	1	1	2	3	1	1	3	3	2	
8	1	1	2	2	3	3	4	1	2	4	1	1	3	3	3	
9	1	1	1	3	3	3	2	1	2	2	1	1	3	4	5	
10	1	1	1	2	3	3	3	1	1	2	1	1	2	2	3	
11	1	1	2	2	3	2	3	1	1	2	1	1	2	3	2	
12	1	1	1	2	3	2	2	1	1	3	1	1	3	3	3	
13	1	1	1	2	3	2	2	1	1	2	1	1	1	4	4	
14	1	1	2	4	3	4	1	1	1	3	1	1	4	4	1	
15	1	1	1	4	4	5	2	1	1	2	1	1	2	3	2	
16	1	1	1	4	4	4	4	1	1	2	1	1	1	2	2	
17	1	1	1	2	4	3	2	1	1	3	1	1	3	2	2	
18	1	1	1	2	3	2	4	1	1	2	1	1	2	1	2	
19	1	1	1	3	4	4	3	1	2	3	1	1	4	3	3	
20	1	1	2	3	2	4	2	1	1	1	1	1	4	4	2	
21	1	1	1	3	3	3	1	1	1	3	1	1	5	5	2	
22	1	1	2	3	3	3	2	1	1	2	1	1	5	5	4	
23	1	1	1	3	3	5	1	1	2	3	1	1	3	3	2	

Data View Variable View

IBM SPSS Statistics Processor is ready





anu.spss.regression& correlation.spv [Document2] - IBM SPSS Statistics Viewer

File Edit View Data Transform Insert Format Analyze Direct Marketing Graphs Utilities Add-ons Window Help

Correlations

```

CORRELATIONS
/VARIABLES=Q9 Q6 Q7 Q8
/PRINT=TWO TAIL NOSIG
/MISSING=PAIRWISE.

```

Correlations

[DataSet1] C:\Users\Anu.Pc\Desktop\Anu Final 1\Anu SPSS.sav

		Project Performance on Kaffa Zone	Transactional Leadership Style	Transformational Leadership Style	Leadership Experience
Project Performance on Kaffa Zone	Pearson Correlation	1	.440**	.474**	.160
	Sig. (2-tailed)		.002	.001	.272
	N	49	49	49	49
Transactional Leadership Style	Pearson Correlation	.440**	1	.620**	.278
	Sig. (2-tailed)	.002		.000	.053
	N	49	49	49	49
Transformational Leadership Style	Pearson Correlation	.474**	.620**	1	.225
	Sig. (2-tailed)	.001	.000		.119
	N	49	49	49	49
Leadership Experience	Pearson Correlation	.160	.278	.225	1
	Sig. (2-tailed)	.272	.053	.119	
	N	49	49	49	49

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

IBM SPSS Statistics Processor is ready

final out put regression.spv [Document1] - IBM SPSS Statistics Viewer

File Edit View Data Transform Insert Format Analyze Direct Marketing Graphs Utilities Add-ons Window Help

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.401	.361	.67398

a. Predictors: (Constant), Leadership Experience, Transformational Leadership Style, Transactional Leadership Style
b. Dependent Variable: Project Performance on Kaffa Zone

ANOVA^a

Model	Title	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.691	3	4.564	10.047	.000 ^b
	Residual	20.441	45	.454		
	Total	34.133	48			

a. Dependent Variable: Project Performance on Kaffa Zone
b. Predictors: (Constant), Leadership Experience, Transformational Leadership Style, Transactional Leadership Style

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.531	.559		.950	.347
	Transactional Leadership Style	.297	.104	.413	2.864	.006
	Transformational Leadership Style	.334	.132	.336	2.536	.015
	Leadership Experience	-.042	.111	-.048	-.376	.344

a. Dependent Variable: Project Performance on Kaffa Zone

IBM SPSS Statistics Processor is ready

H: 187, W: 527 pt

11:13 AM 12/17/2020