



# **AN INVESTIGATION OF THE LEADERSHIP STYLES OF CONSTRUCTION MANAGERS IN ETHIOPIA**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa  
University in partial Fulfillment of the Requirement for the Degree of  
Master of Science in Construction Technology and Management.**

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**December, 2018**



## DECLARATION

I declare that this thesis entitled “**AN INVESTIGATION OF THE LEADERSHIP STYLES OF CONSTRUCTION MANAGERS IN ETHIOPIA**” is my original work. This thesis has not been presented for any other university and is not concurrently submitted in candidature of any other degree, and that all sources of material used for the thesis have been duly acknowledged.

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## **ABSTRACT**

The Ethiopian construction industry success on a construction project depends on its performance, which is measured based on well-timed and reasonable completion, within the budget gratification, required quality standard and client satisfaction. Ethiopian construction industry stakeholders in general and construction company managers and their employees in particular are facing numerous problems and challenges such as poor performance of construction projects, shortage of financial capability, scheduling problem and organizational system of implementation, performance planning effort, incomplete design and specification groundwork, cost progress monitoring, scarcity of leadership skill of the construction company managers, project managers, and project team leaders.

The purpose of this research is to investigate leadership style in the construction industry of Ethiopia on construction company high level managers and specifically on building construction sector. It will explore the profile of effective leaders in the construction industry, the availability of leadership styles, and the ways in which the industry is recognizing, developing and retaining its leaders.

Different types of leadership are found in this research, young project engineers leaders tends to use transformational leadership styles while elderly or long years experienced company and project managers likes to practice bureaucratic leadership styles. Regarding gender leadership style result shows insignificant outcome due to very few number of female leaders respondent. Although the educational background and work experienced leaders research result shows the modern transformational leadership styles choice.

## **Keywords**

Construction, Construction Managers, Engineers, Globalization, Leadership, Management.

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## LIST OF FIGURES

Fig: 1.1 Sample of Schematic Representation of the Research Process .....	5
Fig: 1.2 Authentic leadership development in the construction industry.....	12
Fig: 1.3 Relation between leadership and construction productivity.....	19
Fig: 1.4 Leadership and construction productivity. ....	20
Fig: 1.5 Model of leadership vision and organizational effectiveness .....	28
Fig: 1.6 Educational background of respondents .....	70

## LIST OF TABLES

Table 1.1 Transformational and Transactional leadership Bass and Avolio's (2004) MLQ .....	10
Table 1.2 Skills needed to be a successful project manager (Tayeler, 2006) .....	31
Table 1:3 Advantages and Disadvantages of Globalization Considering Construction Industries in Developing Countries Ohio state university (Yuki, 2006).....	55
Table 1:4 Age distribution of respondents .....	67
Table 1:5 Work experience of the respondents .....	72

## **LIST OF ACRONYMS**

- ADLI – Agricultural Development Led- Industrialization
- GDP- Gross Domestic Product
- GNP- Gross National Product
- MJJIC Malaysia and Japan joint international conference
- PM - Project Manager
- TGE – Transitional Government Of Ethiopia
- UK – United Kingdom.
- UNESCO – United Nations Educational, Scientific & Cultural Organization
- USA – United States of America

## TABLE OF CONTENT

CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Statement of the Problem .....	2
1.2 Significance of the Research .....	2
1.3 Research Questions.....	3
1.4 Research Objectives.....	3
1.4.1 General Objectives .....	3
1.4.2 Specific Objectives .....	4
1.5 Scopes and Limitations of the Study .....	4
CHAPTER TWO .....	6
LITERATURE REVIEW .....	6
2.1 Definitions .....	6
2.2 Leadership Theories .....	7
2.2.1 The Great Man Theory (1840's) .....	7
2.2.2 Trait Theory (1930's-1940's).....	7
2.2.3 Behavioral Theories (1940's-1950's).....	7
2.2.4 Contingency Theories (1960's).....	8
2.2.5 Transactional Leadership Theories (1970's).....	8
2.2.6 Transformational Leadership Theories (1970's).....	9
2.2.7 Authentic leadership .....	10
2.3 Leadership Styles .....	12
2.3.1 Autocratic or Authoritarian Leadership Style .....	13
2.3.2 Democratic Style .....	13
2.3.3 Facilitative Leadership .....	13
2.3.4 Servant Leadership .....	14
2.4 The Characteristics of Leadership .....	14
2.5 Leadership and Construction .....	17
2.6 Leadership style in Construction Industries of Developing Countries .....	21
2.7 Overview of the Ethiopian Construction Industry .....	21
2.8 Leadership styles and Construction Industry Development .....	24

2.9 Leadership styles and the Organizational Context .....	26
2.10 Management and Leadership .....	29
2.11 Organization Structural Configurations and Leadership Styles .....	31
2.11.1 Machine Organization .....	32
2.11.2 Diversified Organization .....	32
2.11.3 Innovative Organization .....	34
2.11.4 Missionary Organization .....	34
2.11.5 Political Organization .....	35
2.12 Leadership and Organizational Commitment .....	36
2.13 Leadership Style and Organizational Culture .....	37
2.14 Case Studies on Leadership and Construction Industries in Developing Countries..	38
2.14.1 Lessons from Various Countries .....	38
2.14.2 Leadership style of Construction Project Managers in Hong Kong .....	40
2.14.3 Leadership Style of Construction Project Managers in Singapore .....	42
2.14.4 Leadership Style of Construction Project Managers in Indonesia .....	42
2.14.5 Leadership Style of Construction Project Managers in Nigeria .....	44
2.14.6 Leadership Style of Construction Project Managers in Ghana .....	44
2.14.7 Leadership Style of Construction Project Managers in Middle East .....	46
2.14.8 Research Conclusions on SOUTH AFRICA Construction Project .....	48
2.14.9 Cause Study sample of Skanska USA Building .....	48
2.15 Factors Affecting Construction and Leadership Practices in Developing Countries .....	49
2.16 Leadership in Construction Industry of Ethiopia .....	50
2.17 Leadership and Globalization .....	53
CHAPTER THREE.....	58
RESEARCH METHDIODOLOGY .....	58
3.1 Research Population Size .....	58
3.2 Research Sample Size Determination .....	59
3.3 Questionnaire Design .....	59
3.4 Questionnaire Distribution .....	59

CHAPTER FOUR .....	66
RESULT AND DISCUSSION .....	66
4.1 Age and Leadership Style .....	66
4.2 Gender and Leadership Style .....	68
4.3 Educational Background and Leadership styles of the Ethiopian Construction Managers .....	69
4.4 Work Experience and Leadership Style .....	71
4.5 Organizational Position and Leadership Style .....	73
4.6 Observation on Ethiopian Construction Industry Leadership .....	74
CHAPTER FIVE .....	76
CONCLUSIONS AND RECOMMEDATIONS .....	76
5.1 Conclusions .....	76
5.2 Recommendations .....	77
REFERENCES.....	80

## **CHAPTER ONE**

### **INTRODUCTION**

For the past many years Leadership skills were considered to be transferable between different industries, and yet the industry mostly seeks to recruit its leaders internally by developing existing staff through the wrong incentives. This could be viewed as a missed opportunity for the industry to recruit new, improved leadership from international practices and publications, or to create appropriate incentives that generate leadership from within.

With so many different definitions, it could be argued that “ideal leaders” do not exist, however, it is possible to extrapolate that certain factors contribute to a strong leadership style. It can be argued that effective leadership combines cognitive characteristics such as self-awareness, self-management and social awareness, with more practical. Characteristics such as the ability to empower individuals, build teams, align people towards common goals and manage relationship.

There appears to be a difference between the traits and qualities possessed by leaders in the construction industry compared with leaders outside the industry. Given the lack of leadership evident in the construction industry this may represent a genuine misunderstanding of what is required by the industry in terms of leadership, or it may infer that the construction industry needs something different to other industries in order to succeed.

For some time the issue of leadership within the construction industry has been the subject of much debate. The industry’s need to rise to increasing social, economic and environmental challenges has fueled this debate and called into question its ability to create leaders that can inspire and affect real change. The research aims to demonstrate the need to re-assess the leadership qualities and skills required by the construction industry, In addition to examine the issue from the perspective of construction company managers and directors within the construction industry, many of whom work in companies that employ more than 200 skilled professionals and an annual turnover of more than 50,000,000 ETB.

## 1.1 Statement of the Problem

The need for conducting this research work arises out of the following listed problems in the Ethiopian construction industry context the problems refer hereto are but not limited to:-

- The absence of previous research publication in the Ethiopian construction context regarding the effects of leadership in construction.
- Projects are not usually completed on required quality, on expected time, on estimated cost or within budget.
- Lack of modern and up to date leadership experience and implementation in managerial skill exposed our construction company's managers for bankruptcy, and lack of competency to the international trend.
- Lack of awareness on the Ethiopian construction industry leadership experience and on technical and managerial quality of construction projects.
- Lack of coordinated leadership system which should direct the overall construction industry, construction ministry and stakeholders. Lack of insufficient research even at international level on this multidisciplinary complex natured construction industry.

## 1.2 Significance of the Research

A successful completion of this research work will assist the construction industry of Ethiopia and aims to put a mark on the industry by presenting results obtained from this study which is expected to contribute to the efforts made to by:

- Assessing the leadership styles of the construction company managers in Ethiopia
- To determining the leadership styles of managers with overall life cycle of construction projects.
- Improving current leadership style trend with the best international experiences.
- Identify the internal and external challenges of the industry which creates complication to leadership practicality, like laws, regulation, cods, government policy, political influence, geographical location, culture, people's attitude etc.
- To outline basic behavioral and characteristics of construction managers including team members based on the new trend of global leadership style.

### **1.3 Research Questions**

The main questions one need to answer when conducting this research topic are presented hereto for the researcher to answer this questions in the gradual process of performing this thesis work this questions are but not limited to :-

- What kind of leadership styles are practiced in the Ethiopian construction industry?
- How can we quantify the effect of leadership on the life time of the construction project?
- What are the practice of leadership on construction company managers' level in Ethiopia and the rest of the world?
- What type of relationship exists between the head office construction company managers and project site construction managers and their team workers?

### **1.4 Research Objectives**

The main objective of this study is to present an outline of leadership styles of construction managers in construction industry context to achieve this objective the general and the targeted specific objectives are the following.

#### **1.4.1 General Objectives**

The general objectives the researcher aims to accomplish at the successful completion of this thesis work are:-

- To determine whether construction company and project managers are using leadership styles or managerial styles or both during the execution of projects.
- To provide additional insight and enhance the modern leadership styles prior to the traditional leadership styles to fill the gap of the current technological demand of globalization leadership.
- Draw conclusions and make recommendations on construction manager's leadership conception and operationalization in the construction industry.

### **1.4.2 Specific Objectives**

The Specific objective of this thesis work consists of the following list of points hereafter presented, the specific objectives are but not limited to:-

- To identify the current leadership styles in Ethiopia construction industry.
- To find measurable leadership style analysis on practices of company managers and project managers.
- To allocate reasonable unforeseen event for the leadership styles of the Ethiopian construction managers.
- To identify the influence of Construction Company managers leadership styles skill toward the success of a construction project and to give recommendation.

### **1.5 Scopes and Limitations of the Study**

Regarding the limitations of the research development this study is limited to an investigation of the leadership styles of construction managers in selected contractors in Ethiopia predominantly; hence the output of this research will not be able to determine the construction manager's leadership styles in the whole country.

Lack of on time and honest responses as to the designed interview questions and questionnaires, availability of relevant information and research data on the past and ongoing construction projects, lack of researchers journal or books regarding leadership challenges in Ethiopian construction industry are outlined as the main limitations of this research paper

### A Sample Schematic Representation of the Research Process

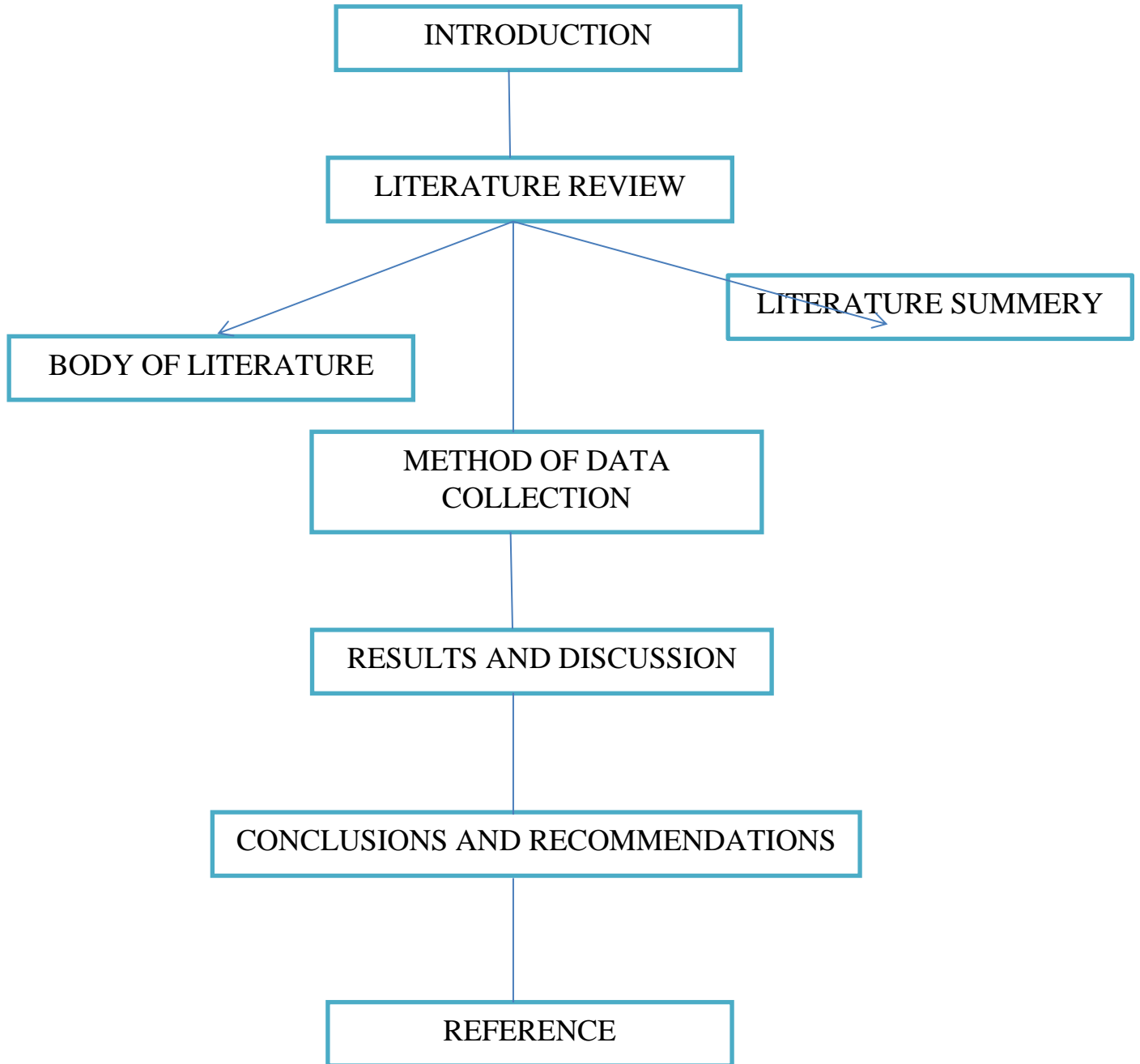


Fig: 1.1 Sample of Schematic Representation of the Research Process

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Definitions

Leadership has diverse meanings it can be defined in the eye of the holder. For instance, House and Aditya (1997) say: "The process of Leadership cannot be described simply in terms of the behavior of an individual: rather, leadership involves collaborative relationships that lead to collective action grounded in the shared values of people who work together to effect positive change"(Roger Gill, 2008).

According to Liu, Fang(2006), leadership concerns the ability to influence the behavior of others to closely accord with the desires of the leader. It is then inevitable that leadership concerns interpersonal relationship in the pursuit of organizational and individual goals and therefore involves power exercising by the leaders.

Fiedler (1967) suggested that, "leadership behavior means particular acts in which a leader engages in the course of directing and coordinating the work of his group members". According to Burns (1978), "leadership is the reciprocal process of mobilizing by persons with certain motives and values, various economic, political and other resources, in the context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers".

Bennis (1989) defined leadership as "the capacity to create a compelling vision and translate it into action and sustain it". According to Yukl (1989:p 253), "leadership involves influencing task objectives and strategies, influencing commitment and compliance in task behavior to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organization"

## **2.2 Leadership Theories**

### **2.2.1 The Great Man Theory (1840's)**

The Great Man theory evolved around the mid-19th century. Even though no one was able to identify with any scientific certainty, which human characteristic or combination of, were responsible for identifying great leaders, everyone recognized that just as the name suggests; only a man could have the characteristic (s) of a great leader.

The Great Man theory assumes that the traits of leadership are intrinsic. That simply means that great leaders are born. They are not made. This theory sees great leaders as those who are destined by birth to become a leader. Furthermore, the belief was that great leaders will rise when confronted with the appropriate situation. The theory was popularized by Thomas Carlyle, a writer and teacher. Just like him, the Great Man theory was inspired by the study of influential heroes. Bolden book "On Heroes, Hero-Worship, and the Heroic in History", he compared a wide array of heroes. Bolden (2004).

### **2.2.2 Trait Theory (1930's - 1940's)**

The trait leadership theory believes that people are either born or are made with certain qualities that will make them excel in leadership roles. That is, certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader. In fact, Gordon Allport, an American psychologist, "...identified almost 18,000 English personality-relevant terms" Matthews, etal, (2003).

The trait theory of leadership focused on analyzing mental, physical and social characteristic in order to gain more understanding of what is the characteristic or the combination of characteristics that are common among leaders.

### **2.2.3 Behavioural Theories (1940's - 1950's)**

In reaction to the trait leadership theory, the behavioral theories are offering a new perspective, one that focuses on the behaviors of the leaders as opposed to their mental, physical or social characteristics. Thus, with the evolutions in psychometrics, notably the factor analysis, researchers were able to measure the cause an effects relationship of specific

human behaviors from leaders. From this point forward anyone with the right conditioning could have access to the once before elite club of naturally gifted leaders. In other words, leaders are made not born. (Toor & Ofori, 2008)

The behavioral theories first divided leaders in two categories. Those that were concerned with the tasks and those concerned with the people. Throughout the literature these are referred to as different names, but the essence are identical.

#### **2.2.4 Contingency Theories (1960's)**

The Contingency Leadership theory argues that there is no single way of leading and that every leadership style should be based on certain situations, which signifies that there are certain people who perform at the maximum level in certain places; but at minimal performance when taken out of their element.

To a certain extent contingency leadership theories are extensions of the trait theory, in the sense that human traits are related to the situation in which the leaders exercise their leadership. It is generally accepted within the contingency theories that leader are more likely to express their leadership when they feel that their followers will be responsive. (Yukl G, 2002)

#### **2.2.5 Transactional Leadership Theories (1970's)**

Transactional theories, also known as exchange theories of leadership, are characterized by a transaction made between the leader and the followers. In fact, the theory values a positive and mutually beneficial relationship.

For the transactional theories to be effective and as a result have motivational value, the leader must find a means to align to adequately reward (or punish) his follower, for performing leader-assigned task. In other words, transactional leaders are most efficient when they develop a mutual reinforcing environment, for which the individual and the organizational goals are insync (Gill, 1999).

Transactional leaders applied leadership by exception and contingent reward. Waits until problem arise and react to solve it. Gill, (1999a) says, “.... Appear to be strongly directive and

they tend not to use the consultative, participative or delegative styles to any significant extent...”. Bass, (1996;) and Bass & Avolio, (1990) say “...Transactional leadership includes contingent reward behavior, passive management by exception, and active management by exception”.

### **2.2.6 Transformational Leadership Theories (1970s)**

The Transformational Leadership theory states that this process is by which a person interacts with others and is able to create a solid relationship that results in a high percentage of trust, that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers.

The essence of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities. Rules and regulations are flexible, guided by group norms. These attributes provide a sense of belonging for the followers as they can easily identify with the leader and its purpose. (Burns, 1978)

As presented below in the Table 1.1 shows that, these two modern leadership styles are practically implemented independently and sometimes together by different construction companies and projects or in different business entities. These trends are fundamentally accomplished or performed widely in developed countries and less in developing countries due to the complexity and states of the project they activate, lack of construction technology and mega projects.

The version of transformational leadership theory that has generated the most research was formulated by Bass and his colleagues (Bass, 1985, 1996). They define transformational leadership primarily in terms of the leader’s effect on followers, and the behavior used to achieve this effect. The followers fill trust, admiration, loyalty and respect towards the leader, and there are motivated to more than originally expected to do...) (Yukl, Gary,p.285). Transformational leadership includes individualized influence (charisma), and inspirational motivation. (Yukl, Gary):p. 285.

Item	Transactional Leadership	Transformational Leadership
1	<ul style="list-style-type: none"> <li>• Builds on man's need to get a job done and make a living.</li> </ul>	<ul style="list-style-type: none"> <li>• Builds on a man's need for meaning</li> </ul>
2	<ul style="list-style-type: none"> <li>• Is preoccupied with power and position, politics and perks.</li> </ul>	<ul style="list-style-type: none"> <li>• Is preoccupied with purposes and values, morals, and ethics.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Is mired in daily affairs.</li> </ul>	<ul style="list-style-type: none"> <li>• Transcends daily affairs.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Is short-term and hard data orientated.</li> </ul>	<ul style="list-style-type: none"> <li>• Is orientated toward long-term goals without compromising human values and principles.</li> </ul>
5	<ul style="list-style-type: none"> <li>• Focuses on tactical issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Focuses more on missions and strategies.</li> </ul>
6	<ul style="list-style-type: none"> <li>• Relies on human relations to lubricate human interactions.</li> </ul>	<ul style="list-style-type: none"> <li>• Releases human potential – identifying and developing new talent.</li> </ul>
7	<ul style="list-style-type: none"> <li>• Follows and fulfills role expectations by striving to work effectively within current systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and redesigns jobs to make them meaningful and challenging.</li> </ul>
8	<ul style="list-style-type: none"> <li>• Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short-term profits.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns internal structures and systems to reinforce overarching values and goals.</li> </ul>

Table– 1.1 Transformational & Transactional leadership Bass and Avolio's (2004), MLQ manual.

### 2.2.7 Authentic leadership

Authentic leaders are influential in enhancing others' ability to perform better by providing support and creating conditions that stimulate the individuals to work hard even extraordinarily hard to perform at one's very best (Gardner, 2004 cited in Toor & Ofori, 2008a).

According to Toor and Ofori (2008a), authentic project leaders are not only good managers of projects, but they are also leaders of people and visionaries of the future by demonstrating commitment, devotion and dedication and they become role models.

“Authentic leaders can be transactional, transformational, directive, or participative and still be defined as authentic. It also goes beyond transformational and charismatic leadership as leaders and be highly authentic but not charismatic at all”. Luthans F, Avolio (2003).

Authentic leaders are confident, hopeful, optimistic, resilient, transparent, and ethical and future oriented (Garden et al., 2005 & May et al., 2003 cited in Toor & Ofori, 2008a).

According to Toor and Ofori (2008a), authentic project leaders are not only good managers of projects, but they are also leaders of people and visionaries of the future by demonstrating commitment, devotion and dedication they become the role models. The nurture of their supporters as authentic followers, Extracted from positive psychology, ethical leadership and positive organizational behavior, the authentic leadership construct stresses character authenticity, self-awareness, self-regulation, faithfulness to individuality, genuine beliefs, truth of convictions, idea practicality, veracity of vision, sincere actions and openness to feedback (George and Sims, 2007; Walumbwa et al., 2008).

These characteristics may portray certain features from other leadership constructs, such as transformational, charismatic, servant, spiritual and ethical leadership, but authentic leadership proponents contend that it is distinct from other forms of leadership (Avolio and Gardner, George Ofori and Shamas-ur-Rehman Toor 6/PENERBIT UNIVERSITI SAINS MALAYSIA 2005). These characteristics suggest that authentic leadership is necessary for organizations today, given the challenges they face.

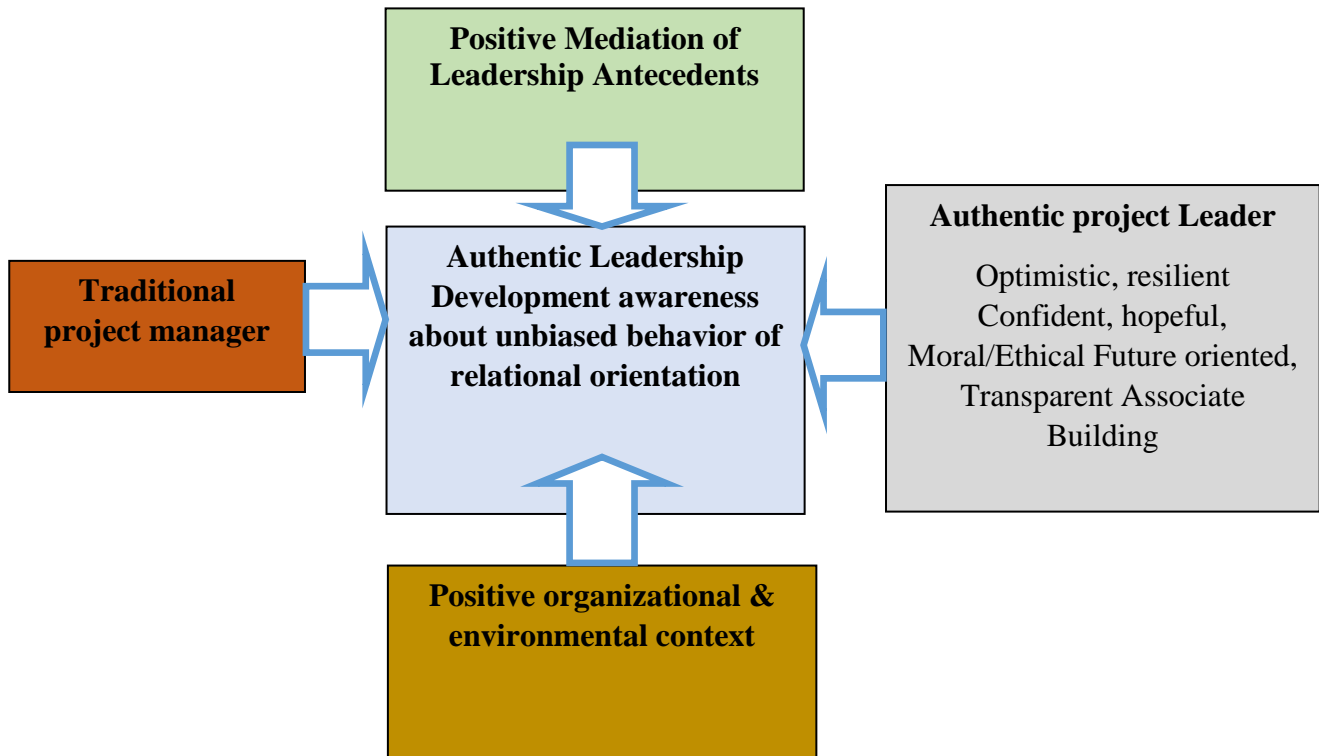


Fig 1.2 Authentic leadership development in the construction industry. (Toor, G.Offeri.2008)

This Figure shows the authentic leadership is the cumulative of previous positive leadership experience and born from the result of modernity, from continuous civilization, maturity level of the people, fast progress of technology, globalization influence. This leadership activity requires high human being performance. It is beyond human mind which needs self-scarification and devotion. It also requests to be ethical, with good personal behavior and decisiveness. That is why sometimes it is called supernatural character of leadership style because it is very difficult to fulfill all characteristics of authentic leadership.

### 2.3 Leadership Styles

There are different leadership styles in the world. Each leader has his or her own unique style. Effective leaders will vary their methods based on the context, the individuals concerned and the desired outcome. Leaders' ability to adjust to their own style based on these variables is directly correlated with their leadership effectiveness and ultimate success.

From a simplistic view point one can define the leadership styles as a categorization of predominant personality traits of an individual. For that reason, there are as many styles of leadership as there are leaders, each with their strengths and weaknesses. From a practical stand point thought, it would not be realistic to define a leadership style for each individual and as a result researchers, scholars and writers have extrapolated the most common and prominent personality traits that they believe are responsible for one's leadership characteristic. Carillo, P. (1994) In the following section four related leadership styles are discussed as presented in .Toor and Ofori (2008)

### **2.3.1 Autocratic or Authoritarian Leadership Style**

Autocratic leadership, which is also being referred to as Authoritarian Leadership is defined by the fact that the leader is making all of the decisions and the followers are simply there to follow orders and to execute without deviating from the decision. Their participation in the decision making process is nonexistent. There are some situations where the use of the autocratic style is appropriate and actually the use of any other style would render your leadership ineffective.

### **2.3.2 Democratic Style**

Democratic leadership also known as Participative leadership entails that there is some participation from the followers within the decision process. However, these decisions are guided by the leader and he actively participates. The democratic style can take you and your organization to the top.

The leader in this leadership style, solicits input from subordinates. Studies of how the leader's behavior influences employee attitudes and performance have focused on autocratic versus democratic decision styles, or on performance- versus maintenance-oriented behaviors.

### **2.3.3 Facilitative Leadership**

Facilitative Leadership as opposed to the old fashioned authoritative leadership of "It's my way, or the high way approach", seems to break gentle ground into the management of many organizations these days. Facilitative leadership style is indeed in a new era of piloting a project, team or an organization.

In this kind of set up, suggestions or opinions are discussed, debated and contemplated openly in a healthy environment. Everyone including stakeholders, management, team members, employees or any related parties get to share ownership of ideas when there is collective agreement and clarity in the direction of where the project or organization is heading. There is a sense of joint responsibility for the progress of a project or growth of an organization.

### **2.3.4 Servant Leadership**

Leaders fostering the servant style of leadership recognize and acknowledge that the strength of an organization is within its people, thus, they will devote themselves to fulfilling the needs, to the extent possible, of their employees. In return, employees will devote their efforts in ensuring that the leader's goals, which should be linked to the organizational ones, are achieved as efficiently as possible. The leader using the servant style will leverage the power or empowering his or her employees, generally, the servant leaders are humble in nature and will cherish every opportunity to build a sense of unity.

## **2.4. The Characteristics of Leadership**

Maxwell's Business Week's best seller for over a year identifies "21 Irrefutable Laws of Leadership" (1998) defines leadership with the following characteristics:

1. Perception. Leadership ability identifies a person's level of effectiveness.
2. Influence instead of control. Leadership is about influencing people to follow, while management focuses on maintaining systems and processes.
3. Improvement. Managers can maintain direction, but they cannot change it.
4. Followers motivated to perform. To be a leader, one must not only be out in front, but also have people intentionally coming behind, following the lead, and acting on the leader's vision without coercion.
5. Voluntary instead of regulatory involvement. The very essence of leadership is getting the other person to participate.

6. Assumption of ignorance and lack of expertise. As long as a person doesn't know what he doesn't know, he doesn't grow. To be conscience that you are ignorant of facts is a great step toward knowledge.
7. Listening instead of giving directives. Navigators listen to what others say, examine before making commitments, and make conclusions based on fact and faith. Leaders don't speak a lot and don't do work. Real leaders speak later, need only their own influence to get things done, and influence everyone.
8. Prediction. A leader is one who sees more than others see who sees farther than others see, and who sees before others do.
9. Results oriented. The proof of leadership is in their followers or performers.
10. Trust. Character (honesty and doing what is best for everyone) makes trust and trust makes leadership.
11. Efficiency. Leaders maximize every asset and resource for the good of the organization. Leaders understand requirement, greatest return, and priorities.
12. Differential. Leadership levels: those who naturally see it, those who arenurtured to see it, and those who will never see it.
13. Measurement in terms of non-technical characteristics. Leadership is more art than science. Also the heart comes before the head.
14. Flexibility. Leadership is based on intuition and changes with every situation.
15. Environment definition. The environment is the person. Who you are is who you attract. Who you are dictates what you see.
16. Challenge. The tougher the job, the greater the connection.
17. Empowerment. Hire the best staff, develop them as much as possible, and hand off everything to them. The people's capacity to achieve is determined by their leader's ability to empower. (Kashiwagi, Egbu, Kovel, Badger).

18. Environment. Create an eagle environment. Leaders find a way to win. It takes a leader to rise up a leader. Leaders find the dream, and then find the people. People find the leader, than find the dream.
19. Alignment. A team doesn't win if the players have different agendas.
20. Minimized activity. Leaders understand that activity is not necessarily accomplishment.
21. Thinking of others or "win-win." A leader must give up to go up.
22. Timing. Right time, right action.
23. Sustainability. Legacy of leadership is succession.

The suggestion is that these characteristics also describe performing construction company managers or contractors. If an environment can be created which requires these characteristics, performing the leading construction company managers or contractors can be successful (on-time, on-budget, and meeting client's expectations).

The performance based environment must then attract performers, provide a win-win relationship, be efficient, be result oriented, motivate trust, minimize control, listen more than directing, predict the outcome, and document the performance.

### **Summary on the history of leadership styles**

The above leadership system(chapter two), styles and characteristics develop or travel a long way to reach at this present time. Leadership starts since the beginning of human being living in group or during primitive society and grows as human necessity propagates parallel to its consciousness level, life style, population and understanding and consuming of nature for his interest develops.

Different leadership styles begun and develop mostly in military bases, religious monasteries, during wars, village and city formation, during diverse kingdom dynasty, and different geographical location, cultures, norms and from diverse socio economic formation.

Until the beginning of industrial revolution there was no as such recorded leadership history or may be with fragmented sculptures, monuments or with some pictures indication or some other expression methods but, after Industrial revolution passionately and gets full time

scholars attention and shows immense progress until in this existing modern era. The above mentioned some out of many types of leadership styles developed from different location of the world, different socio economic formation, from government and non-government organization and business entity etc. and indeed it is a very big effort, determination and end result of many researchers and scientist.

On every occasion as technology and the life of the peoples, socio economic formation and innovation development increases, as knowledge and conciseness level of the people improves, together with the formation of ongoing complex business accomplishments, and surrounded by all this and other factors the existing leadership needs to be enhanced and demands the nature and style of leadership to be forward-looking and competitive. It also needs improvement and shows progress on over all human day to day occupational activity.

This recent era also generates its own up to date competitive globalization and cross cultural business approach leadership styles especially within these two decades. Among these leadership styles the most popular are transactional and authentic/transformational leadership styles.

## **2.5 Leadership and Construction**

From the above definitions, leadership is a key factor for success in any activity that involves collaboration among a group (or groups) of people. In construction, leadership is even more essential. This has been established in many studies of Odusami, (2002); Long, Ogunlana and Lan, (2004). For example, Thamhain, (2003) highlighted the leader's importance in creating a supportive work environment for the project participants. Munns, Bjeirmi, (1996) emphasized that the success or failure of project management is highly dependent on the project leader. On the other hand Chinyio, Vogwell (2007) suggested that effective leadership of the many stakeholders in a construction project can aid in harmonizing their goals and preventing conflict.

Despite this recognition of leadership qualities and skills are important at all levels of the construction industry, emphasis is placed on the technical aspects, as well as management and leadership receives inadequate attention. Skipper and Bell, (2006a). Songer, Chinowsky and Butler, (2006) highlighted certain present and future leadership challenges to the construction

industry and organizations. Toor and Ofori (2008a) catalogue current and emerging leadership challenges, including challenges that are industry specific, general to businesses and in the operating environment. For example, certain surveys show that respondents in the construction industry had low satisfaction with their leaders' ethics and authenticity. Toor and Ofori, (2007).

Many studies on industrialized nations Arditi, Koksal and Kale, (2000) and developing countries Jannadi, (1997); Enshassi, Hallaq and Mohamed, (2006) show that both business and project failures are common in construction. Several reasons are cited for these failures. Bjeirmi, Begg and Scott, (2007) noted that the UK construction industry has been the subject of ongoing criticism for its fragmentation and poor record on quality, waste, financial claims, safety and efficiency. They note that a major cause for this criticism is inadequate communication throughout the construction process because inappropriate procurement approaches have been adopted. Toor and Ogunlana, (2008a) observed that the major problems that construction projects in Thailand typically face include an inadequate procurement system, inadequate resources, discrepancies between design and construction, inadequate project management practices, order variations, communication lapses, cultural issues and differences in the participant interests.

In Malaysia, Abdul-Rahman et al. (2007) found that the quality of management was unsatisfactory for contractors that undertake public design-and-build projects. The quality-related factors that contributed to this situation were budget constraints, time constraints, client complexity, poor communication and design variations. Davidson and Maguire, (2003) found that the top ten reasons for failed construction firms in the US included the following: rapid growth, work in new geographic regions, an increase in the sizes of single jobs, new types of work, high employee turnover, inadequate capitalization, poor estimations, poor accounting systems and poor cash flow. Pires, Teixeira and Moura, (2007) highlighted the following common problems on construction projects in Portugal: frequent delays, cost overruns, insufficient quality and inadequate safety. These problems have reduced the industry's competitiveness. Their survey revealed the following reasons for such problems: design and client responsibilities, inadequate construction management and inadequate specific training.

As shown in the above studies, much of the blame for the industry's poor performance in most countries is often allocated to factors outside of the control of construction organizations and professionals besides poor management and lack of implementation of leadership styles.

Figure 1.3 below shows how different stages of construction project productivity could be improved through well-organized leadership styles controlling. An increase in quality of leadership styles and supervision; results to improve product quality and service, decrease production cost, time required for the product and improved market share and profit. The cost of any product or service is the sum of the costs of the resources used in producing it. The more productive each of those resources can be made, the lower the final cost of the product or total project budget.

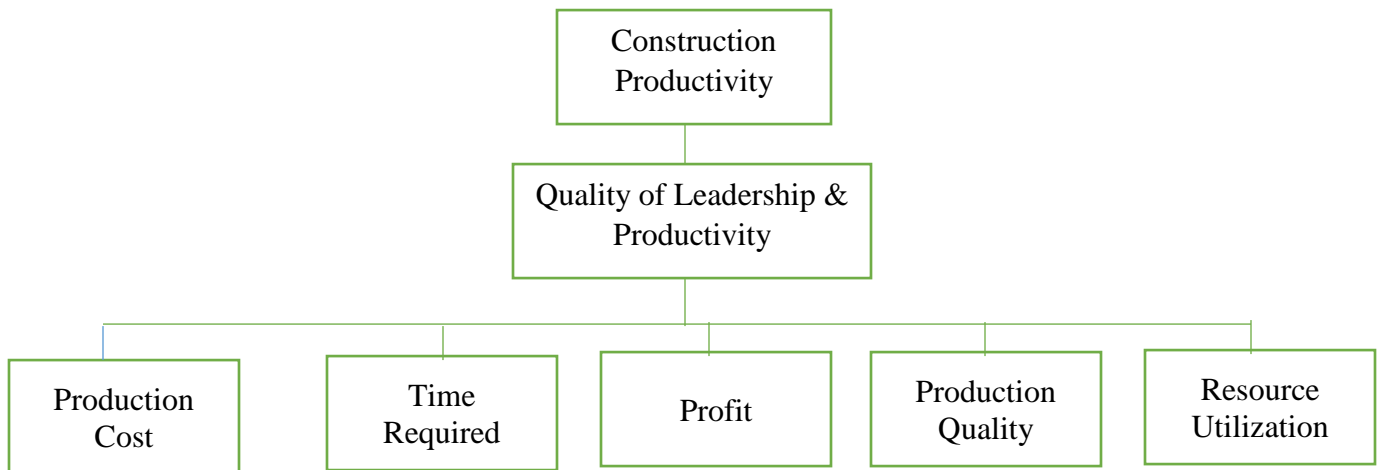


Figure 1.3 Relation between leadership and construction productivity (Global Advanced Research Journal of Management and Business Studies) March, 2014

In a free market the lower the cost of a product, the greater the demand it generates and the more profitable the enterprise, with ultimately a beneficial effect on the living standards of everyone. A better utilization of resources is just one of the results of increasing in quality of leadership and supervision.

Figure 1.4 shows that the construction productivity is depending on the circular flow of productive planning, improving, measuring, and evaluation. In this production activity the implementation of leadership is mandatory during planning stage type of leadership and its practicality will be incorporated to improve the quality of production to raise its quantity and finish on the required time or before the expectation. The production measurement will also show not only in relation to material but also in terms of the leadership contribution and its end result. At the end of production evaluation is done on quality and quantity of production, customer satisfaction will be considered, leadership activity and satisfaction between employees will also be evaluated.

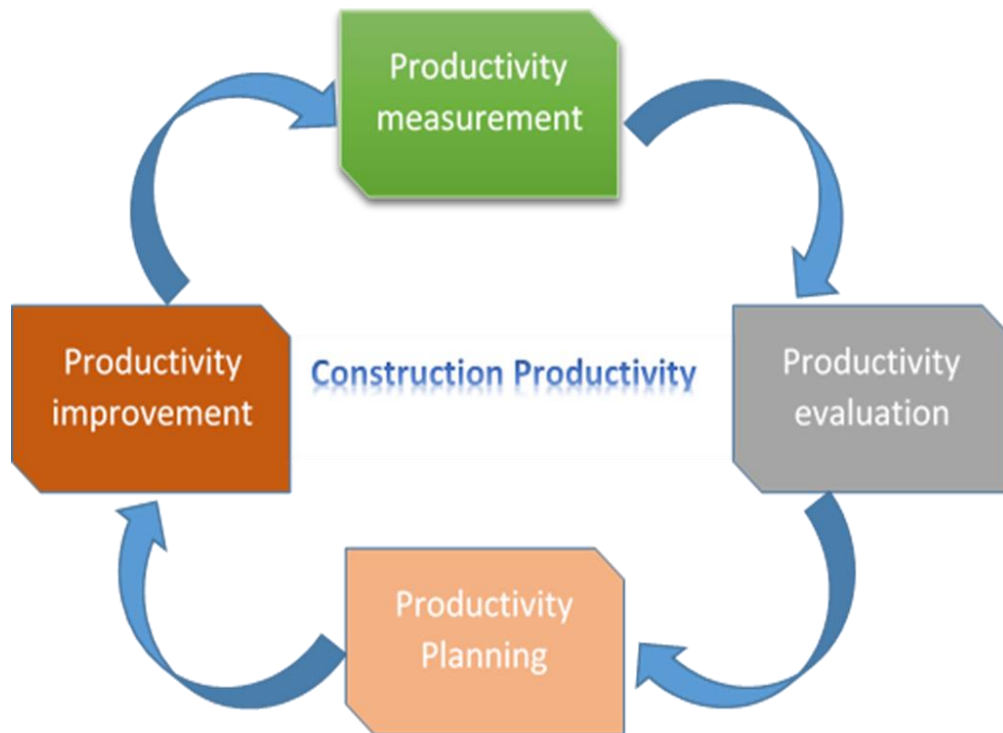


Figure 1.4 Leadership and construction productivity. (International Research journal, 2012)

## **2.6 Leadership styles in Construction Industries of Developing Countries**

Developing countries have an even greater need for leadership styles in construction. First, developing countries report more project performance deficiencies, such as on project cost and time overruns, inadequate work quality, technical efficiency defects, lack off durability, as well as insufficient attention to safety, health and environmental issues (see, for example, Ofori, 2007). Second, the project management in these countries is fraught with many problems, due to the nature of the industries and their operating environments. In developing countries, the importance of effective management for stakeholders in construction projects is most evident in international projects, which are commonly large and complex projects Ofori, (2003). On such projects, the teams are invariably multi-cultural, which underscores the need for leadership skills. Third, because the constructed product is critical to long-term national socio-economic development in developing countries, poor performance on construction projects has even more adverse implications. Finally, the clients, or end purchasers, users and other stakeholders of construction in these countries are unaware of aspects of construction. This finding implies a need for professionalism among the construction project participants and a dedication to meet the objectives and aspirations of the stakeholders in the most innovative, imaginative and value-adding manner for the benefit of the client and all concerned. Thus, applying modern or recent technologically demanding leadership styles should be a key feature in construction, as exemplified by its projects.

## **2.7 Overview of the Ethiopian Construction Industry**

Construction has been an aspect of life since the beginning of human existence. The first buildings or housings were excavated caves next houses were built by surrounding materialslike woods, stones, and grasses and these shelters are constructed by hand or with simple tools using stones and woods. As cities developed during the Bronze Age, a class of professional craftsmen like bricklayers and carpenters appeared. Occasionally, slaves were used for construction work.

In the 19th century, steam-powered machinery appeared, and later on diesel and electric powered vehicles such as cranes, excavators and bulldozers. Population growth and urbanization led to an increasing need for shelter developments, and focused attention on the importance of local building materials and techniques.

Accordingly, the construction industry in many parts of the world started to grow with an increasing demand. In line with this, construction companies are growing at a fast pace all over the world. With this growth of the construction industry and subsequent growth of construction companies, contractual relationships related works to construction are increasing. Thus, there is a dire need for a coherent and efficient law to deal with such contractual relationships.

Coming to our country, the growth and increasing demand for the construction industry has followed a similar pattern as observed in the trend of the world. Currently, construction is one of the sectors leading the way towards modernization and industrialization in Ethiopia. The construction sector in Ethiopia, generally in the world, contributes to the realization of about fifty percent of the total capital. Being the second largest employer in the country, it's also an engine for technology, innovation and overall development.

In the past history of Ethiopia, the construction industry was not considered as an independent sector of the national economy. It was rather considered as incapable of generating national wealth. As a result, no comprehensive strategy for its development was considered. This, in turn, has led to the undesirable features of the current construction sector. These features include lack of clear developmental objectives for the industry; inadequate co-ordination of planning between the industry and infrastructure programs in the various sectors of the economy heavy dependence on foreign resources such as materials, equipment and expertise representation of the role players in the construction sector by inadequate and ineffective organizations insufficient numbers of suitably qualified and experienced personnel at all levels that include engineers, technicians, mechanics, operators and foremen, etc. inadequate relevant local construction regulations and standards, and inadequate consideration given to the use of local resources (including community participation in labor-based works).

Ethiopia witnessed a decline in the performance of almost all sectors of the economy during the various periods of government prior to 1991. The post-world war period in Ethiopia registered significant changes from the time of Emperor Haile Selassie (1941-1974) to that of the Derg (1974-1991) culminating in the events of 1991 which resulted in the formation of the Transitional Government of Ethiopia (hereinafter TGE). Even though various market based economic reforms have been introduced to the various industries of the country, including the construction industry, since the downfall of the Derg regime in 1992, the domestic construction industry has still faced several hindering factors in its development.

In the New Economic Policy statement issued in 1992, the TGE made clear its intention to transform the stagnant command economy inherited from its predecessors into a functioning market-based economy. This transformation is sought to be achieved through an Agricultural Development Led-Industrialization (hereinafter ADLI) strategy for the country which is supported by similar strategies in education, health and transport sectors. However, even if the country is well gifted with natural resources with 60% of its total land area estimated to be potentially arable, its road density is amongst the lowest in Africa nations and other developing countries. Furthermore, the existing road network has deteriorated to the extent that only eleven percent of paved roads and nineteen percent of gravel roads are in good condition, making it the worst in comparison with other developing countries. It is evident from the above that the success of the ADLI strategy and the consequent economic recovery and development of the country is highly dependent on the restoration of the country's road infrastructure.

With the above considerations in mind, the construction industry is being given special focus in the policies of the country. The construction industry is one of the three sectors of the economy identified by the Ethiopia Government for special consideration to foster the country's economic development. However, the general state of the domestic construction industry in Ethiopia is still characterized by inadequate capital base, old and limited numbers of equipment, low levels of equipment availability and utilization, deficiencies in technical, managerial, financial and entrepreneurial skills, limited experience and participation of the private sectors in construction and consultation works, and insufficient and ineffective use of labor-based road construction and maintenance technology.

The construction industry in Ethiopia is a sector that opens the door for the growth of many additional industries. Building works require high input. For instance, they require different metal products, clay works, and cement and cement products, etc. As such, the growth of these industries will surely follow the growth of the construction industry. Similarly, when the construction and renovation of housing increase, the demand for household furniture increased; thereby, indirectly, opening the door for the growth of the furniture industry and other subsidies. Now a day the development of Ethiopian construction industry is highly appreciated and demands the very modern internationally serviceable leadership styles to be competitive in this Globalization era.

## **2.8 Leadership and Construction Industry Development**

Most theories of organizational leadership in the psychological literature are largely context free. For example, leadership is typically considered without adequate regard for the structural considerations that affect and moderate its conduct. We maintain, however, that organizational leadership cannot be modeled effectively without attending to such considerations. One particularly strong influence is the organizational level at which leadership occurs. Not only do the fundamental demands and work requirements of leaders change at different levels Jacobs, Jaques, (1987); Katz, Kahn, (1978); Zaccaro, (1996); the hierarchical context of leadership has profound effects on the personal, interpersonal, and organizational choices that can be made, as well as the import that a given choice might have. Clearly a CEO's stating a preference for a site for a new factory is different from the case of a department manager's stating his or her preferences.

Organizational level matters profoundly yet, surprisingly, has been ignored in all but a few leadership models in the literature. What has been argued about leadership at different organizational levels Katz, Kahn, (1978) specified three distinct patterns of organizational leadership. The first pattern concerns the administrative use of existing organizational structures to maintain effective organizational operations. If problems arise to disrupt these operations, existing organizational mechanisms and procedures are used to resolve them. Indeed, Katz and Kahn note that "such acts are often seen as so institutionalized as to require little if any leadership" (p. 537).

This leadership pattern occurs at lower organizational levels. The second leadership pattern, occurring at middle organizational levels, involves the embellishment and operationalization of formal structural elements. Such actions require a two-way orientation by the leader (that is, toward both superiors and subordinates), as well as significant human relations skills. The third pattern of organizational leadership, which occurs at the top of organizations, concerns structural origination or change in the organization as a reflection of new policy formulations.

Taken together, the distribution of separate leadership patterns across organizational levels that Katz and Kahn proposed significant qualitative differences between the nature of junior and senior leadership. Similar models specifying differences across levels of organizational leadership have been proposed in separate theoretical formulations by Jacobs and Jaques, (1987), Mumford, Zaccaro, Harding, Fleishman, and Reiter-Palmon, (1993), and Bentz (1987).

A contextual model of leadership styles would be different from approaches that emphasize context as implying situational moderators Fiedler, (1967, 1971, and 1978); Gupta, (1984, 1988); Howell & Dorfman, (1981). In the latter, the situation is viewed as determining which leadership styles response and sometimes which leaders; Fiedler, (1967, 1971) is likely to be the most effective. Generally, these models produce classifications of leader-situation matches that produce effectiveness. Such conceptualizations are important and do contribute to understanding organizational leadership.

However, they tend to understate the role of the organizational context in influencing and mediating the fundamental nature of leadership work, including those forces that animate or retard leader initiatives or behaviors, themselves. This context shapes the performance imperatives that both stimulate and define the parameters of appropriate leadership action. It implies qualitative shifts in the ways that leaders acquire information in their roles and go on to make sense of this information. It changes if and when (and then how and what) leaders plan appropriate collective responses. It changes the nature and role of key processes such as how leaders influence and manage their followers. It clearly affects the range and scope of their influence.

The organizational context even changes the mechanisms by which leaders acquire their role and develop their legitimacy. These effects extend beyond those typically modeled in situational contingency approaches in the current leadership literature. Thus, unlike the situation as moderator, we view situation or context as boundary conditions for theory building and model specification.

## **2.9 Leadership styles and the Organizational Context**

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The figure 1.5 shows below tries to formulate or develop the individual, unit and organizational effectiveness through the beginning of leadership style vision content of ideological goal, value-based principal, frame of reference, growth themes, and vision articulation of using inspirational imagery, inclusive language, clarity, challenge, task and goal specification to highly generate leadership style behaviors as of setting high performance expectation, modeling vision related behaviors attitudes and beliefs, expression of confidence and empowering mentoring and coaching subordinates, and to take courageous and innovative action to modernize or create well done subordinates responsiveness to show identification with vision, to motivate with high efficiency, to develop confidence, thrust, and loyalty to the leader with high level of effort performance and to create organizational behavior and to transform all vision content to individual, unit and organizational effectiveness.

In general fig.1.5 explains the target and goal of a different types of leadership styles through scientifically developed from various sources of leadership styles practice of vision, behaviors, idea articulation, subordinates responses to create individual, unit and organizational effectiveness Zaccaro and Banks research contribute to modern leadership styles and also gives productive idea to manipulate up to date leadership styles to recent globalization era.

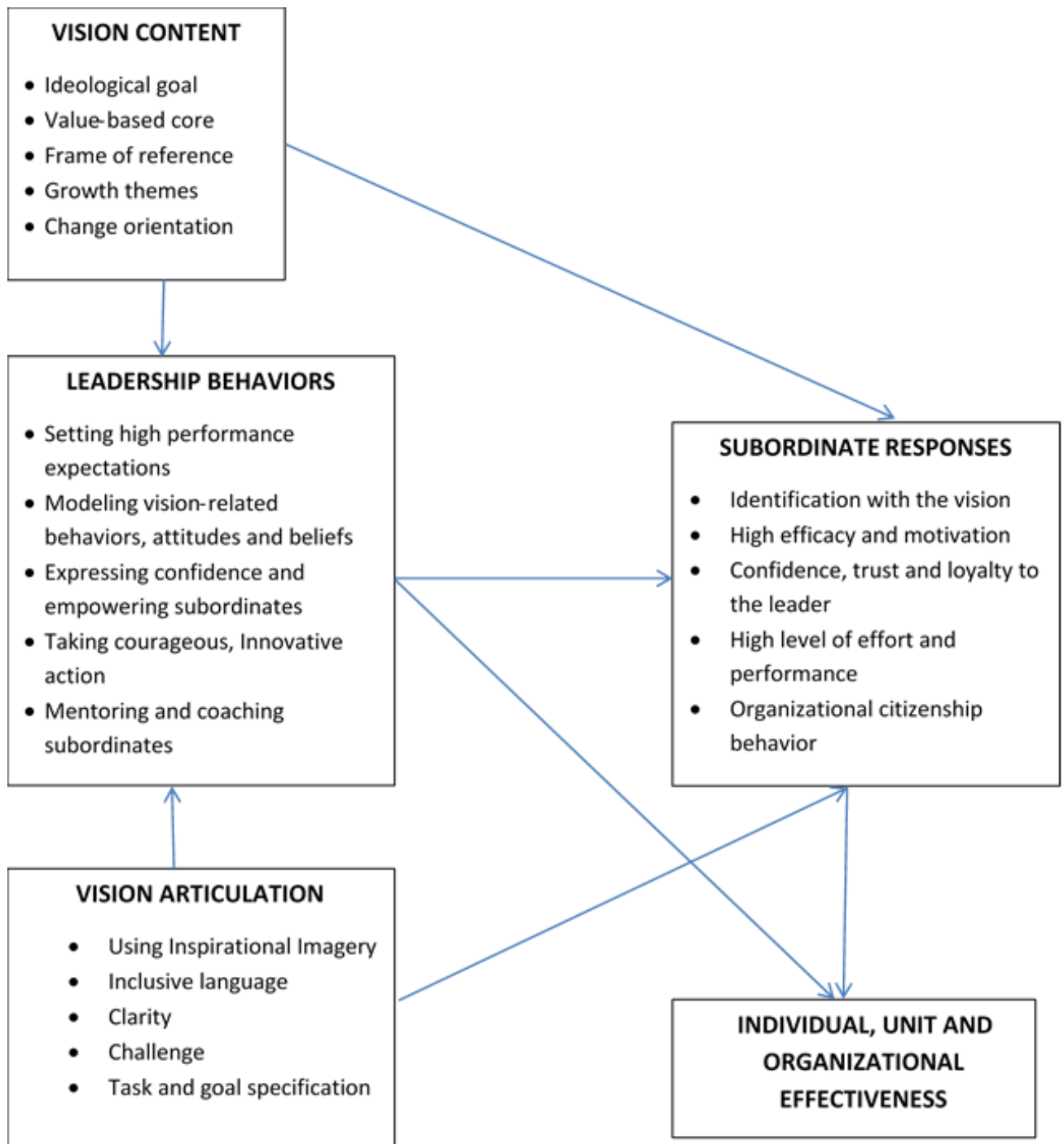


Figure 1.5 Model of leadership vision and organizational effectiveness (Zaccaro and Banks,2004)

## 2.10 Management and Leadership

There has been a long-standing debate in the literature as to why and how leadership is similar to, or different from, management. Although several scholars have contributed to the debate, there seems to be an absence of pragmatic evidence. Hardly any study that attempts to differentiate leadership from management provides empirical findings. The purpose of the current research is to begin to cover this research gap.

Findings of different researches show that there are clear differences between leadership and management on the basis of how leaders and managers define and conceptualize these terms. Leadership and management are different phenomena and processes in which leaders and managers perform varied functions and play different roles in organizations. The study shows that leaders and managers, at least in the construction industry, apply a mix of both leadership and management to perform their daily jobs and fulfill their organizational responsibilities. The findings also echo the many striking overlaps between the roles of leadership and management. Toor, S., (2011). In the book of "Differentiating Leadership from Management: An Empirical Investigation of Leaders and Managers". Explains in their broad or comprehensive literature.

Management and leadership are two very different concepts. Many studies draw a fine line between the two. Research has shown that the terms 'leaders' and 'managers' are often used interchangeably, although there are fundamental differences between the two. Managers can be characterized as people who imitate, establish clear targets, make short term decisions, solve short term problems, enact visions and do things right. They employ the so-called "hard" skills such as planning, directing, organizing and keeping score.

On the other hand, leaders employ many of the "softer" skills. They direct and guide people; influence thoughts and behaviors; motivate; encourage work towards goals; take risks; innovate; have a long-range perspective; have their eye on the horizon; create visions and do the right thing. In most cases, managers are appointed whereas leadership has to be earned and sometimes they break laws.

Leadership and management are qualitatively different and mutually exclusive. The most extreme distinction involves the assumption that management and leadership cannot occur in

the same person. In other words, some people are managers and other people are leaders. The definition of managers and leaders assume they have incompatible values and different personalities. Covey, (1992) views management and leadership in his book titled. It might be said that leadership is the highest component of management. And leadership itself can be broken into two parts. One having to do with vision and direction, values and purposes, and on the other with inspiring and motivating people to work together with a common vision and purpose.

Management is expected to surface in an organization, leadership is required to reflect its cognitive, spiritual, emotional, and behavioral dimensions. The organizational model must comprise vision, values, strategy, empowerment, motivation and inspiration.

Management produces orderly results, which keep something working efficiently, whereas leadership creates useful change. Both leadership and management are needed if organizations and nations are to prosper.

On management and leadership Kotter states that; Management's mandate is to minimize risk and keep the current system operating. Leadership, by definition, requires creating a new system, to see organizations strive to the next level.

The following Table1.2 outlines some critical managerial and organizational skills that are necessary elements to be a successful project manager, categorized under six sections of skill sets, Tayler, (2006) outlines shows the communication, organization, and team building skills of managers and leadership, coping and technological set of skills of a leader as tabulated below.

<b>1. Communication skills</b>		<b>2. Leadership skills</b>	
	Listening		sets example
	Persuading		energetic
<b>3. Organizational skills</b>			vision (sees the big picture)
	Planning		Delegates
	Goal setting		positive Attitude
	Analyzing	<b>5. Coping skills</b>	
<b>4. Team-building skills</b>			Flexibility
	Empathy		Creativity
	Motivation		Patience
	Esprit de corps		Persistence
	Creativity	<b>6. Technological skills</b>	
			Experience
			Project knowledge

Table 1.2 Skills needed to be a successful project manager. (Tayeler, 2006)

## 2.11 Organization Structural Configurations and Leadership Styles

An organization is a collection of people who work together to achieve a wide variety of goals. These goals are what the organization as a whole is trying to accomplish. The goals are also what individuals are trying to accomplish by being members of an organization. George and Jones, (1996, p. 4). defined that organizations are social inventions for accomplishing common goals through group effort Daft, (1998,p. 5) articulated that organizations are social entities that are goal-directed, are designed as deliberately structured and coordinated activity systems, and are linked to the external environment.

An organization exists when people interact with one another to perform essential functions that help attain goals and continue doing so far as long as possible Daft, (1998, p. 11). Thus, organizations are not necessarily intended to change, but change can affect all types of organizations. No organization can escape change. This is why leaders must be skillful in organization development and renewal techniques Harvey and Brown, (1996, p. 5). And, top

leaders have to design the organizational form or structural configuration appropriate for the policies and goals.

The organization structural configuration describes the organization's framework Robbins, (1991, p. 285). A framework proposed by Mintzberg, (1989) suggests that every organization has six basic constructive parts. Top management (strategic apex) is located on the top of the organization. Middle management (Middle line) is at the intermediate levels, and the technical core (operating core) includes the people who do the basic work of the organization.

### **2.11.1 Machine Organization**

This organization is always very large, e.g., an airline, or an automobile company; its technology is routine, often oriented to mass production. Machine organizations have centralized decision authority, formalized communication channels, high formalization, fixed duties and rigid hierarchical relationships Robbins, (1991, p. 301). Machine organizations are always bureaucratic organizations Daft, (1998, p. 165-7). In the machine organization, five organizational parts are strategic apex, middle management, operating core, technical support staff, and administrative support staff Mintzberg, (1989, p.132). The machine organization has large administrative and technical support staff, and the technical support staff is the dominant part in the organization. Strategy in the machine organization is supposed to formalize from the top of the hierarchy, where the perspective is the broadest and the power the most focused. That is the key decision made at the top. Machine organizations are often criticized for lack of self-control by operating core, lack of innovation, a weak ideology, and an alienated workforce (operating core), but they are suited to a stable environment and the goal of efficiency.

Because machine organization has a bureaucratic nature, for this organization, the strength of leadership-style attribute for transactional leadership is strong, for charismatic leadership is medium, for transformational leadership is weak, and for servant leadership is weak.

### **2.11.2 Diversified Organization**

This organization's structure has machine-configuration divisions coupled together under central administrative headquarter Daft, (1998, p. 213). The headquarter has a small strategic apex of top managers, a small techno-structure, and a slightly larger staff support group to

provide support services common to all the divisions. Divisions run businesses autonomously, subjected to performance control system that standardized their outputs Mintzberg, (1989, p. 155). The divisional form is formalized within divisions because technologies are often routines. The environment for any division tends to be stable and simple, although the total organization can serve different markets. The structure was typically found in largest and mature organization, especially business corporations.

The headquarter manager handles major strategy for company's general business; the divisional managers manage individual business strategies. There is extensive delegation of authority from headquarter to the level of division manager. For a head-quarter that does not directly manage divisions, its most tangible power when the performance of a division lags is to replace division's leader.

In diversified organizations, the leadership of top manager has the strength of leadership-style attribute for transactional leadership is medium, for charismatic leadership is medium, for transformational leadership is weak, and for servant leadership is weak Professional organization. The distinguishing feature of a professional organization is that the organization can be bureaucratic without being centralized, as in universities, hospitals, or accounting firms Daft, (1998, p. 559). The basic structure of this organization has a normal strategic apex, a very large operating core, a short middle line, a small techno-structure, and a large support staff Mintzberg, (1989, p. 174). People within the production core have autonomy although the organization is bureaucratized. These people have training and experience for a long time, therefore technical support group are small, but a large administrative support staff is needed to handle the organization's routine administrative affairs.

The organization is sometimes described as inverse pyramids because of the power of its professional operators. The operators are on top and the administrator down below to serve them. Power in these structure flows to those professionals who care to devote efforts to doing administrative instead of professional works; the professional administrator maintains power only when the professionals perceive him serving their interests effectively. Because professional organization has an inverse pyramid nature, in this organization, the strength of leadership-style attribute for transactional leadership is weak, for charismatic leadership is medium, for transformational leadership is medium, and for servant leadership is strong.

### **2.11.3 Innovative Organization**

The organization, having the other name adhocracy, is found in environment that is both complex and dynamic. A complex one needs decentralized structure; a dynamic environment needs organic structure. An organization with organic structure has decentralized decision authority, informal communication, low formalization, both vertical and horizontal collaboration, and adaptable duties Robbins, (1991, p. 301). Adhocracies are young or middle-aged and sometimes quite large but need to be adaptable, as the kind requires a high-technology research organization, hardware and Software Company, or a manufacturing complex proto-type products factory Mintzberg, (1989, p.198).

Adhocracies may change too quickly to serve useful purpose. The structure of this organization shows that both techno-structure and support staffs merge into middle line and that an elaborate division of operating core, but that is not virtually formalized Daft, (1998, p. 256). The top managers of the organization seldom manage to give orders in the usual meaning; they spend much acting in a liaison capacity to coordinate the work among the teams or units. Because its reliance on highly trained experts, power over its decisions and actions are distributed to various places and at different levels that depending on the needs of the particular issue. Actually, power is distributed to wherever the relevant managers or specialists in the matrix structure and the operating core.

Because innovative organization has a decentralized power nature, for this organization, the strength of leadership-style attribute for transactional leadership is weak, for charismatic leadership is medium, for transformational leadership is strong, and for servant leadership is medium.

### **2.11.4 Missionary Organization**

An ideology means a rich system of values and beliefs about an organization, shared by its members. The ideology ties the members to the organization, generating a sense of mission. The mission has to be clear and focused, inspiring, and distinctive. For missionary organizations, the mission serves the administrators, and so the configuration ends up being a closed system machine. Internally, the organization is highly integrated. What holds the organization together is the paradigm, i.e., the sharing of values and beliefs among its member

Mintzberg, (1989, p. 223). The missionary organization tends to become an amorphous mass; members all pull together within the shared ideology.

There are three different forms of the missionary configurations:

- Reformers,
- Converters, and
- Cloisters.

The reformers set out to change the world directly. The converter's mission is to change the world indirectly, by attracting members and changing them. The cloisters seek not to change things so much as to allow their members to live a unique style of life Mintzberg, (1989, p. 231-2). Ideology may overlay on the conventional form of organizations, e.g., entrepreneurial, innovative, or machine configuration, to form organizations of different attributes.

Although the organization rooted in sense of mission associated with charismatic leadership, the organization can achieve the very form of decentralization, i.e., all who are accepted into the organization share its power. The organizational control tends to be very powerful because the whole organization controls not only people's behavior but also their souls. The leader is expected to inspire others to pursue the mission, and to interpret the mission, but not to change the mission.

For missionary organization, the strength of leadership-style attribute for transactional leadership is weak, for charismatic leadership is strong, for transformational leadership is medium, and for servant leadership is medium.

### **2.11.5 Political Organization**

The political organization is that comes to be dominated by politics and conflicts. Politics means power technically illegitimate, often in self-interest, resulting in conflict that pulls individuals and units into part Mintzberg, (1989p. 237). Political activity in organization is described in terms of various games. Mintzberg proposed thirteen games that were played within or around the organizations (pp. 238-240).

The political organization is a lack of any forms of order found in conventional organizations because of power acting and games playing. "Thus, there is no preferred method of coordination, no single dominant part of the organization, no clear type of decentralization.

Everything depends on the fluidity of informal power, marshaled to win individual issues Mintzberg, (1989, p. 241).” The level of politics may vary in the conventional structure (entrepreneurial, machine, diversified, professional, innovative, and missionary configuration); some are more prone to the political activity than others. There are four forms of the political organizations: confrontation, shaky alliance, politicized organization, and complete political arena. Their power systems may best be described as a dynamic balance. In the dynamic balance of power, somewhat, leadership shows its potential effect.

Because of effects of the fluidity of power and personal traits, for political organizations, the strength of leadership-style attribute for transactional leadership is medium, for charismatic leadership is medium, for transformational leadership is medium, and for servant leadership is weak.

To sum up, from the former stated organization structural configurations or organization forms and leadership styles, Table I shows the correlation between forms and styles as well as the strength of leadership-style attributes.

### **2.12 Leadership and Organizational Commitment:**

Researchers paid more attention on the transactional and transformational leadership. The behavior of both leadership style consider strong determinant of organization success Laohavichien et al., (2009). Transformational leadership encourages the subordinates and gives way of critically thinking which affect the employee commitment Avolio& Bass, (1994). Transformational leadership is considered as one of the most influencing factor which has a positive effect on employee commitment in Indian bank’s employees Rai and Sinha, (2000). Various studies conducted on leadership style Bateman and Strasser, (1984); Decotiis and Summers, (1987); Mathieu and Zajac, (1990) claimed that there is a strong positive relationship between leadership and organizational commitment. In 1999 Price, enhanced this research and suggested that subordinates confidence and trust on leader leads to the increase the commitment of the employees with the organizations. Aronold, Basling and Kelloway, (2001) claimed that transformational leadership style helps the leader in enhancing their employees’ trust and commitment.

Transformational leader gives the solution of the problems frequently, which enhances motivation and commitment of employee Lawler, (2003). If the management of the organization tries to satisfy the needs of its employees the commitment of the employee will also increase and employee will prefer to remain the part of the organization Hamdia and Phadett, (2011). If Leadership style has greater importance for the organization in context of increasing commitment Blau, (1985) and leadership style is considered as antecedent of commitment Willims and Hazer, (1986).

Riaz and Haider, (2010) concluded that transformational and transactional leadership positively correlated with the job success and satisfaction while transformational leadership found more significant and strong relationship with job success and career satisfaction as compared to transactional leadership. To bring the organization commitment Transformational leaders has strong influence on employees as compare to transactional leaders. Sub elements of transformational leadership such as intellectual stimulation, inspiration, idealized influence are significantly correlated with the organizational affective and normative commitment.

Inspirational motivation and idealized consideration are not correlated significantly with continuous commitment while inspirational motivation and individual consideration has significant and positive relationship with organizational continuous commitment Lo, Ramayah, Min & Songan, (2010). Most recent researches on the leadership style and organizational commitment Marmaya, Torsiman and Balakrishnan, (2011) shows that transformational and transactional leadership have positive relationship with employees' organizational commitment while employees of Malaysian organization are more influenced by transformational than transactional.

### **2.13 Leadership Style and Organizational Culture:**

Organizational culture is a major determinant of employee motivation and commitment which improves the organization performance. Past literature on the leadership relationship with the culture reveal various forms of behavior and attitude which based on culture environment. This variation comes from the different workforce ideas Bass, Jung and Avolio; (1999)& Yamaguchi, (1999) and also leadership style varies culture to culture Dorfman et al, (2004)

and woodand Jogulu, (2006). Several researchers proved the linkage between leadership and organizational culture Bass, (1985); Doherry, (1991); Trice and Beyer, (1991).

Bass, (1985) conducted study on leadership style and its impact on culture and found that transactional leaders operate in a boundary of existing culture, while transformation leaders operate to align the culture of the organization with vision of the organization. Schein, (1992) inter correlate leadership and organizational culture.

Organizational culture reflects the values and beliefs of founder and shaped the traits of organization. Hartog, Muijen and Koopman, (1997) provide a link between transactional and transformational leadership with the culture and found positive relationship between leadership style and organization culture. Organizational culture and leadership depend on each other and leader establishes the values, norms and behaviors of employees within culture Bass and Riggio, (2006). Jogulu, (2010) found that leadership style changes as the culture of the organization changes.

Schimmoeller, (2010) concluded that transactional and transformational leadership have positive relationship with clan and adhocracy culture. Jaskyte, (2004) made exploratory study on transformational leadership and organizational culture for not-for-profit organizations. Transformational leadership has positive relationship on cultural vale and leadership support the organization in developing strong culture in organization.

## **2.14 Case Studies on Leadership styles of Construction Industries in Developing Countries:**

### **2.14.1 Lessons from Various Countries**

The construction industry, by nature, has many special problems and requirements Hillebrandt, (2000) for a discussion of the key features of the industry. The importance of taking measures to improve the performance of the construction industry has now been recognized in several countries at various levels of socio-economic development. Dedicated agencies have been formed in many countries to administer the continuous improvement of the industry, although they have different objectives, responsibilities and levels of authority. In the UK, the Construction Industry Board is an industry initiative, whereas its counterpart institutions in developing countries are government agencies. They include the Construction

Industry Development Board of Malaysia, the Institute of Construction Training and Development of Sri Lanka and the National Construction Council of Tanzania Miles and Neale, (1991). Singapore's Building and Construction Authority is also a government agency.

The recent formation of construction industry development agencies in the Southern African countries, with a regional initiative to co-ordinate efforts and pool resources where necessary, is encouraging. It is heartening that many of the institutions are industry inspired, or involve the industry's active participation. Such initiatives potentially have greater sustainability and chances of success because the main stakeholder and beneficiary is directly included in the planning and implementation processes.

Considering the nature of the industry's needs and problems, and in many developing countries, the resource constraints, formation of an agency does not guarantee the success of construction industry development. An important point worth stressing is that construction industry development is a continuous process. A number of countries at different levels of development have recently formulated long-term plans for improving their construction industries. These include: Australia (Australian Procurement and Construction Council, 1997), Hong Kong, Singapore (Construction 21 Steering Committee) and the UK (Latham, 1994; Egan, 1998). The reviews have been given impetus by both internal and external trends which indicate a challenging future for each of these construction industries.

From the above definitions, leadership styles is a key factor for success in any activity that involves collaboration among a group or groups of people. In construction, leadership style is even more essential, this has been established in many studies (see, Odusami, 2002; Long, Ogunlana and Lan, 2004). For example, Thamhain (2003) highlighted the leader's importance in creating a supportive work environment for the project participants. Munns and Bjeirmi (1996) emphasize that the success or failure of project management is highly dependent on the project leader. Chinyio and Vogwell (2007) found that effective leadership styles of the many stakeholders in a construction project can aid in harmonizing their goals and preventing conflict.

Despite this recognition that leadership is important at all levels of the construction industry, emphasis is placed on the technical aspects, as well as management and leadership receives

inadequate attention Skipper and Bell, (2006a). Songer, Chinowsky and Butler, (2006) highlight certain present and future leadership challenges to the construction industry and organizations. Toor and Ofori (2008a) catalogue current and emerging leadership challenges, including challenges that are industry specific, general to businesses and in the operating environment. For example, certain surveys show that respondents in the construction industry had low satisfaction with their leaders' ethics and authenticity Toor and Ofori,( 2007).

Many studies on industrialized nations Arditi, Koksai and Kale, (2000) and developing countries Jannadi, (1997); Enshassi, Hallaq and Mohamed, (2006) show that both business and project failures are common in construction. Several reasons are cited for these failures. Bjeirmi, Begg and Scott, (2007) noted that the UK construction industry has been the subject of ongoing criticism for its fragmentation and poor record on quality, waste, financial claims, safety and efficiency. They note that a major cause for this criticism is inadequate communication throughout the construction process because inappropriate procurement approaches have been adopted. Toor and Ogunlana (2008a) observed that the major problems that construction projects in Thailand typically face include an inadequate procurement system, inadequate resources, discrepancies between design and construction, inadequate project management practices, order variations, communication lapses, cultural issues and differences in the participant interests.

#### **2.14.2 Leadership Style of Construction Project Managers in Hong Kong**

Asia is a one of the three largest construction markets in the world. The other two are the USA and the European Union Mawhinney, (2001). Asia construction contributes 26% of the world GDP, but 35% of the world construction market Bon and Crosthwaite, (2000). The Asian construction market is relatively larger than its economy. Yet, literature on project management in the Asian or oriental context is relatively scanty. Though there is large diversity in the values, customs, beliefs, philosophies, practices, institutions, languages and races among Asian economies; a study in the context of Hong Kong does provide some insight into the related issues of leadership, power and culture in an oriental community, and grounds for comparisons with what is now a large and growing body of knowledge in the western economies in this area.

In Hong Kong, and in the private building sector in particular, the nature of the work, the relationship between leaders and the various disciplines, the power of the leaders, and a less litigious environment call for a directive rather than supportive leadership styles. Building construction is complex but predictable, and Hong Kong is a Chinese community especially for local developers' projects. The procedures and methods are well known, at least for typically designed and constructed buildings. All that the various people and parties need from their project leaders amount more to coordination efforts than otherwise. Empowering is unnecessary at best and counter-productive at worst. Team followers look for their leaders' instructions to coordinate the works that are otherwise highly professional and autonomous. For the construction of a typical building development project, the construction itself does not have too many complex and open-ended situations that prescribe the need for a more participative style of leadership. Further, if a directive style of leadership leads to project leaders keeping a distance from the group and thus not mixing up social life and work, which may contribute to a tighter supervision of work.

However, a directive style of leadership does not necessarily mean that everything will go smooth. On the contrary, it would mean more work to the project leaders who need to second guess how their team members would feel and react upon getting the directives. It is not uncommon to find that people working in the construction industry prefer to remain in a low profile, get the orders and get the jobs done. Yet, as the study of Cheung and Chuah, (1999) suggests, they could become vocal and confrontational when their interests are at risk. Of course, quite often, local family owned and managed firms are prone to force their business partners to accept settlements. There has been circumstantial evidence that conflicts are resolved only when the heads of the firms promise a better deal or a new business next time. This again further illustrates the importance of resources power.

Therefore, a directive style of leadership does not necessarily mean that the leader should become indifferent or hostile towards team members. There is a possibility that a directive style of leadership is compatible with a considerate and supportive one; one that is conducive, according to Yukl, (1971) to job satisfaction of employees. It is perhaps no surprise to find that people would be satisfied if their project leaders make them feel 'good'; the way charismatic leaders, by definition, excel. However, such conclusion cannot invalidate a

possible scenario where charismatic leaders adopt a directive style of leadership and remain charismatic and thus accepted by the team.

### **2.14.3 Leadership Style of Construction Project Managers in Singapore**

The initiative in Singapore, which has a successful construction industry development agency (formed in 1984 originally as the Construction Industry and Development Board, which became the Building and Construction Authority in 1999) is a good example of such efforts.

The Construction 21 (C21) exercise in Singapore was initiated at a higher level than the Building and Construction Authority. Launched by the Ministry of Manpower and Ministry of National Development in a bid to improve the productivity of the industry by a radical restructuring of its processes, procedures and practices (Construction 21 Steering Committee, 1999). A steering committee representing the main segments of the industry was appointed, with the following terms of reference:

- I. to arrive at a vision and role for the construction industry in the 21<sup>st</sup> century;
- II. to examine the current status of the construction industry with regard to techniques, manpower, management practices and others and benchmark it against the best standards in the world;
- III. to set concrete targets for the construction industry and its workforce in Singapore by taking into account the gaps between current reality and the intended vision; and
- IV. to recommend strategies to meet the targets and move the construction industry and workforce towards the intended vision.

### **2.14.4 Leadership Style of Construction Project Managers in Indonesia**

Construction industries in developing countries face formidable challenges. In a study on the competitiveness of the industry in Indonesia, Budiwobowo et al., (2009) found that the internal features of the construction industry, which they termed "factor conditions" of the construction cluster, were not highly rated for effectiveness.

The construction industry participants in Indonesia perceive that it has major weaknesses and as a result, local enterprises and professionals cannot compete with their foreign counterparts. Thus, the former cannot take advantage of the favorable market conditions in the industry, which were noted in the study. It is striking that in this study leadership was not a feature

highlighted for Indonesia's construction industry due to the above mentioned problems of their contractors weakness and less competitiveness with foreign contractors and unfavorable working conditions.

Management system for the workforce, parallel execution of development tasks in multi-disciplinary teams and accurate pre-planning. It is evident that most of these barriers can be effectively addressed with good leadership. Even where practitioners are asked unambiguous questions on leadership, they ranked its importance at a low level. For example, in a study in Palestine, "leadership and motivation" was ranked as low as 17th in a list of 20 "skills important to contractors" Enshassi, Mohamed and Ekarriri, (2009). The top-ranked skills were decision making, problem solving, financial management, project management, administration, risk taking, organizational, creativity, planning and goal setting, as well as delegation. Among clients, "leadership and motivation" were equally ranked at 12th among 21 important skills. The skills ranked above leadership were planning and goal setting, decision-making, problem solving, project management, financial management, attitude, administration, organizational, creativity, communication, negotiation and risk-taking.

The Asian Journal of Social Psychology which was published on 13 August 2012 mentioned that Indonesian leadership characteristics were examined in three studies, using mixed methods. In the first, qualitative study 127 indigenous characteristics of Indonesian leadership were identified from interviews and focus group discussions with Indonesian managers and staff. In the second study, a questionnaire based on the characteristics found in the first study was administered to Indonesian managers to identify Indonesian leadership styles. Using factor analysis, two highly correlated dimensions were extracted, labeled benevolent paternalism and transformational leadership. In the third study, a questionnaire consisting of leadership characteristics from the GLOBE study, supplemented with a selection of 49 items from the Indonesian questionnaire, was administered to another sample of Indonesian managers. We found that Indonesian leadership has two components; the first involves a more local modernization dimension that ranges from (traditional) benevolent paternalism to (modern) transformational leadership, the second is a more universal person-versus team-oriented leadership dimension. We conclude that Indonesian leadership has both emic and etic aspects.

#### **2.14.5 Leadership Style of Construction Project Managers in Nigeria**

According to a research conducted by O.J. Ameh and K.T. Odusami in (2014) to present the leadership profile of Nigerian construction professionals who are engaged as project managers. The research focused on sixty construction project managers leadership characteristics of professional groups engaged in project management in the Nigerian construction industry within a certain geographical location which in this case was Abuja and Lagos. The implication of the findings in this study is that no particular professional group is identified with any particular leadership style. Hence, any of the built environment professionals can be appointed as project team leader. However, additional decision criteria may be considered in choosing a suitable project team leader. Another aspect of the leadership behavior investigated was the style range. Overwhelming majority of professionals involved in project management support high task/high relationship behavior. This implies that the Nigerian project managers see completing tasks as the most important achievement while welcoming ideas and suggestions from the team members. This can prove to be effective in the right situation. The characteristics of the followers using Hersey and Blanchard's extension of the leadership styles grid match moderate readiness level.

In the British Journal of Environment Sciences Vol. N0.4, pp, 1-10, August 2017, write the research result of leadership styles of selected construction managers in Nigeria and the findings of the study specifies that construction managers in Nigerian construction industry can communicate effectively with others, have self-confidence, self-assured, determined, dependable and persistent. Among various leadership styles found are democratic, autocratic, and laissez-faire but the most adopted style of leadership was democratic leadership style. This style of leadership induces confidence, cooperation and loyalty among workers. It also found that laissez faire style of leadership can build team spirit among workers and creates sense of belonging

#### **2.14.6 Leadership Style of Construction Project Managers in Ghana**

The construction industry in Ghana constitutes a large part of the economy which contributes between 5 and 10 percent of Gross Domestic Product (GDP) and employs up to 10 percent of the working population. The Ghana Construction industry is responsible for about half of the gross fixed capital formation, It is estimated that investments in housing alone account for 2 to

8 percent of Gross National Product (GNP); between 10 and 30 percent of gross capital formation; between 20 and 50 percent of accumulated wealth; and between 10 and 40 percent of household expenditure. Nii.

Armah and Robert Cofie in June (2014). in International Journal of ICT and Management.

This study has shown that factors such as leadership style, behaviors and skills contribute immensely to effective leadership in project management. It was also evident throughout the study the ability to recognize the need for and implement change, establish direction, align people, motivate and inspire, communicate, build teams and share decision making, mentor and coach subordinates and a high degree of integrity contributes to effective leadership in building construction.

From the data collected and their analyses, it was identified that there are certain factors that contribute to effective leadership in project management. These factors include the characteristics, behaviors and skills of project managers, the criteria used in selecting project team leaders and team members, as well as leadership practices of the case study area are the backbone of effective leadership. The factors identified were not at variance with those propounded by Hersey, Blanchard and Johnson (Situational Leadership Model), Fiedler (Contingency Theory), and Burns (Transactional and Transformational Leadership Theory) as described earlier in the literature review. The survey results confirm that an individual who demonstrates leadership skills will be promoted more easily. Thus, employees need this trait in order to achieve their career goals. However, quality leadership style is important not only for individual's career pursuits, but it is also significant because it influences the whole project process. Furthermore, leadership is growing in importance, particularly in the light of the growing building construction industry in Ghana and the shift toward global projects and global project teams. The growth in building construction and its associated problems are becoming even more complex; one can no longer assume that a sole executive or manager can solve all problems by himself. A manager can deal with all of today's rapid changes, competitive threats, and escalating customer demands, instead, effective leadership must instill the organization.

According to Kuutiero Nibeneanaa Dominic research (Nov. 2016) on the exploration of leadership style for Ghanaian construction leadership style he concludes that, "The appropriate

leadership style for the Ghanaian construction industry is the Philiastrernic leadership style. The construction industry will be more successful if we can develop leaders who can have an understanding of skills knowledge and characteristics needed to practice this style”.

#### **2.14.7 Leadership Style of Construction Project Managers in the Middle East**

Several studies about the leadership reported different styles adopted in the Middle East. Some researchers stated that the leadership styles in the Middle East often takes the authoritarian form. According to Gholamreza et al. (2011), the prevalent style of leadership in Middle Eastern organizations is authoritarian, and they are managed by a centralized form of management. Hammoud (2011) points out that the authoritarian style is dominant in the Middle Eastern leadership. He proposed that Middle Eastern management is defined as X style of management, which means that manager’s behavior and leadership is driven by three major assumptions: First, managers have assumptions that workers are usually lazy, avoid responsibility, and like to follow directions. Second, job security and money are the basic motivators for workers. Last, in order to make workers achieve organizational goal, managers have to use intense control measures and threats of punishment. These assumptions can explain the authoritarian style of leadership in the Middle East since at least Arab managers are still considered to match the X theory. The second style of Middle Eastern leadership that has been reported by the literature is the consultative style. Several researchers reported that Middle Eastern managers often adopt consultative leadership style Ali, (1989, 1993); Ismail et al., (2010); Randeree & Chaudhry, (2007); Randeree & Ghaffar Chaudhry, (2012).

This style of leadership is attributed to tribalistic and Islamic values and beliefs that emphasize consultation. However, some researchers proposed that the consultative leadership style in the Middle East is not similar to the one in the west since Middle Eastern leaders may consult some of their workers, but they always retain the right of making the final decisions Ali, (1989); Kabasakal & Dastmalchian, (2001). Yet, some scholars think that there is at least a preference for consultative or participative leadership styles, which indicates a positive change in Middle Easterners mindsets in terms of their preference and perception to leadership.

With respect to the Middle Eastern construction industry, several researchers proposed that Middle Eastern construction managers adopt different leadership styles even within the same

organization depending on the conditions Alnasseri et al., (2013); Enshassi & Burgess, (1990, 1991). This adoption of different styles within the same company or project is reasonable in the Middle East because of the presence of multicultural teams in the work environment. When working with multicultural workforce, Middle Eastern managers often try to cope with the diversity of workforce culture. Otherwise, their managerial effectiveness will be declined. This problem often results in wasting valuable resources, decreases productivity, delays the completion of construction projects, and causes financial problems Enshassi & Burgess, (1990).

Therefore, researchers proposed that in such environment, where multicultural work force is percent, it is recommended to adopt what is called “high-high” leadership style Enshassi & Burgess, (1990); Hammuda & Dulaimi, (1997). That is, construction project managers need to be highly human oriented in their leadership behavior, so they can avoid or minimize conflict or unnecessary problems.

Furthermore, they need to be highly task oriented by focusing on planning, control, productivity, etc. so they can improve the performance of such culturally diverse workforce. It is fair to say that there is no one common leadership style adopted in the Middle Eastern construction industry. However, there is one common thing that characterizes the leadership styles in the Middle East, which is the lack of participation. Most of the researchers who reported different leadership style for this region stated that the Middle Eastern leadership is away from the real participation. However, some scholars proposed that there is a preference for a participative or consultative leadership, but the actual practices of leaders tend to be more authoritarian and directive. Even within the consultative style, leaders always retain the right of making the important and final decisions. Therefore, some researchers call this style as “pseudo-consultive” or “pseudo-participative” style to recognize it from the real participative style that is common in the modern western leadership theories Ali, (1989, 1993); Boussif, (2010). In fact, this is a substantial difference between the Middle Eastern leadership style and the western leadership style, which is characterized by the real participation in the decision making process. In Middle Eastern leadership styles, there is no empowerment for workers and investment in people ideas.

#### **2.14.8 Research Conclusions on SOUTH AFRICA Construction Project**

The relationship between the different leadership style practices of construction and project managers towards project success in the South African construction industry was discussed. From the various leadership styles as studied by the research, it was evident that there is a strong relationship between transactional and transformational leadership styles and project success in the South African construction industry. It was specifically found in the study that transformational leadership style has significant relationships with project delivery. However, democratic leadership style showed a low relationship for project success. Findings further revealed that there was no relationship between autocratic leadership and project success in the South African construction industry and lastly, laissez fair also revealed no relationship for project success. The research findings of this study provide important contribution especially in the South Africa construction industry whereby it can provide some guidelines for construction and project managers to identify their leadership styles and how this has contributed towards success implementation and management of their projects in order to achieve project success. It is important to note that good leadership assists in the successful execution of projects.

#### **2.14.9 Cause study Samples of Skanska USA Building**

Skanska USA Building CaseSkanska is one of the world's leading construction groups (General Contractor). In the United States, it is a provider of comprehensive construction services and a developer of public-private partnerships. The Skanska group currently has 60,000 employees worldwide; more than 9,000 of whom work in the United States. At any one time, the company may have about 1,500 projects taking place in almost all of the 50 states.

All new employees hired by Skanska, whether interns or project managers, are required to learn the 10 Commandments of the company. The 10 Commandments are a collection of Skanska's core best practices which are fundamental in successful construction management; they are considered the top requirements for the company and for each project.

One of the commandments is called "The BIG BOSS." It compares the concept of 'boss' with that of 'leader' in several ways: The boss drives people; the leader coaches them. The boss

depends on authority; the leader on good will. The boss inspires fear; the leader inspires enthusiasm. The boss says 'I'; the leader says 'we'. The boss says 'Get here on time'; the leader gets there ahead of time. The boss fixes blames for the breakdown; the leader fixes the breakdown. The boss knows how it is done; the leader shows how. The boss says 'GO'; the leader says 'LET'S GO'. The boss uses people; the leader develops them. The boss sees today; the leader also looks at tomorrow. The boss commands; the leader asks. The boss never has enough time; the leader makes time for things that count. The boss is concerned with things; the leader is concerned with people. The boss works hard to produce; the leader works hard to help people produce. The boss takes the credit; the leader gives it Skanska, (2008).

Case Conclusion: - Skanska put incredible emphasis on leadership development because they recognize the significance and value of leadership within their organization. This is also the trend as we see in the previous survey. In satisfying the demands of economic development and the demands of globalization, in which more projects, are completed with people all over the world, Skanska recognizes the role of quality management. However, effective and efficient management cannot happen without good leadership skills in construction projects, as well as other industries. Skanska's unique approach to leadership style development helps maintain the company's overall success. It also provides a model in which others can emulate. From the Skanska case, it is clear that leadership needs to be developed and that individuals need formal training in leadership skills. Thess by Riyue Xiong Georgia Institute of Technology December, (2008)

### **2.15 Factors Affecting Construction and Leadership Practices in Developing Countries**

The construction industry everywhere faces problems and challenges. However, in the developing countries, these difficulties and challenges are present alongside a general situation of socio-economic stress, chronic resource shortages, institutional weaknesses and a general inability to deal with the key issues. There is also evidence that the problems have become greater in extent and severity in recent years.

Many topical issues which have implications for the construction industry have, so far, only been discussed to a significant extent in the context of the industrialized countries. It is often considered that these matters do not (or not yet) concern the developing countries. This paper

addresses some of these issues and analyses them from the perspective of the developing countries. It starts with construction industry development which, ironically, is often seen as a need for only developing countries, although it is also relevant to industrialized countries. It then proceeds to discuss globalization, culture and the environment. In each case, the relevance of the topic is highlighted; and examples of good initiatives and practices in other countries are discussed. In the penultimate section, the further discussion of each of the issues ends with a consideration of issues to be studied further by researchers.

### **2.16 Leadership in Construction Industry of Ethiopia**

Like other developed and developing countries Ethiopia passes through her own different types of leadership styles and built amazing construction in different sectors which is acknowledged and registered by UNESCO now a days.

The past and the present experience of leadership in Ethiopia was extremely practiced in orthodox churches and around monasteries and still they are working on it besides other religious leadership style experiences too, and around different palaces of various kings and royal family governing systems and the previous feudalistic empire. Even though in all these process the leadership style was more of traditional leadership styles but the way how to lead and control was recorded and some documents and books are still found at different churches, libraries, historian, museums etc. as a witness.

The following different countries know-how is shown or denoted below to take and get lesson from their good practice and recurrence of leadership style and challenge avoidance method.

As of US construction industry experience the following: rapid growth, work in new geographic regions, an increase in the sizes of single jobs, new types of work, high employee turnover, inadequate capitalization, poor estimations, poor accounting systems and poor cash flow and their survey also shows problems like design and client responsibilities, inadequate construction management and inadequate specific training challenges. As shown in the above studies, much of the blame for the industry's poor performance in most countries is often allocated to factors outside of the control of construction organization's and professionals.

Ethiopia like other developing countries faces numerous problems and challenges in construction industry in general and leadership styles system application in particular.

The construction industry leadership experiences in developing countries have similar characteristics comparable to our country, lack of construction industry laws, codes, systems, absence of construction industry council, non-empowered strong engineering professional associations, political assigned staffs interference, external regulatory body influence, the expansion of corruption, are among some from many problems of leadership challenges mentioned in the industry.

The sample of case study is taken from USA, Europe, Asian and some African countries, in their research they mentioned and proposed the significance of up-to-date leadership styles in construction industry and its problem solver mechanism to avoid the above mentioned global challenges of the industry. Ethiopia construction industry also can get some experience from these challenges especially from developing countries because their economic status is comparable.

Skanska are one of the biggest constructions which have many projects in USA and abroad. All new employees hired by Skanska, whether interns or project managers, are required to learn the 10 Commandments of the company as a policy. The 10 Commandments are a collection of Skanska's core best practices which are fundamental in successful construction management; they are considered the top requirements for the company and for each project.

In satisfying the demands of economic development and the demands of globalization, in which more projects, are completed with people all over the world, Skanska recognizes the role of quality management. However, effective and efficient management cannot happen without good leadership skills in construction projects, as well as other industries. Skanska's unique approach to leadership development helps maintain the company's overall success. This 10 commandment approach is highly related to transformational leadership styles.

In Hong Kong, the private building sector experience in particular, the nature of the work, the relationship between leaders and the various disciplines, the power of the leaders, and a less litigious environment call for a directive rather than supportive style of leadership. Empowering is unnecessary at best and counter-productive at worst. Team followers look for

their leaders' instructions to coordinate the works that are otherwise highly professional and autonomous.

From the South African construction industry experience studied by the research shows that, there is a strong relationship between transactional and transformational leadership styles and project success in the South African construction industry. It was specifically found in the study that transformational leadership style has significant relationships with project delivery.

Case study at sixty construction project managers' leadership characteristics of professional groups engaged in project management in the Nigerian construction industry within a certain geographical location which in this case was Abuja and Lagos shows that, no particular professional group is identified with any particular leadership style. Overwhelming majority of professionals involved in project management support high task/high relationship behavior.

This implies that the *Nigerian* project managers see completing tasks as the most important achievement while welcoming ideas and suggestions from the team members. This can prove to be effective in the right situation. The characteristics of the followers using Hersey and Blanchard's extension of the leadership grid match moderate readiness level.

From *Ghana* construction project manager's data collected and their analyses, shows and identified that there are certain factors that contribute to effective leadership in project management. These factors include the characteristics, behaviors and skills of project managers, the criteria used in selecting project team leaders and team members, as well as leadership practices of the case study area are the backbone of effective leadership. They used these factors to select leaders from the existing managers and their leadership implementation is not different from Hersey, Blanchard and Johnson (Situational Leadership Model), Fiedler (Contingency Theory), and Burns (Transactional and Transformational Leadership Theory).

In Middle East different researchers proposed different types of leadership is practiced like, Gholamreza et al. (2011), and Hammoud (2011) points out that the dominant and prevalent style is authoritarian. The second style reported by (Ali, 1989, 1993; Ismail et al., 2010; Randeree & Chaudhry, 2007; Randeree & Ghaffar Chaudhry, 2012) is the consultative style. Several researchers like, (Ali, 1989; Kabasakal & Dastmalchian, 2001). And scholars think that there is at least a preference for consultative or participative leadership, which indicates a

positive change in Middle Easterners mindsets in terms of their preference and perception to leadership styles due to tribalistic religious values and beliefs.

As of the above different countries leadership styles experience of case studies, some of them are culturally and religiously dominant and some others like developing countries are immensely tied up by immeasurable problems and challenges including with incompatible technology. In the case of USA and South Africa are good examples and moral for our forthcoming leadership styles program prediction.

Ethiopia in this globalization era and highly competitive global market to participate in domestic as well as international market must avoid all resent distorted mixed and traditional way of leadership styles and to follow and work on similar to Shanska 10 commandment principle or better to apply the modern researchers discovery of up-to-date and currently advisable authentic transformational leadership style, in order to exist in the international business world.

### **2.17 Leadership styles and Globalization**

Globalization is a trend which has occupied the headlines of major popular publications for several decades. There are sharply different arguments on the merits and otherwise of the process of globalization from the perspective of the developing countries. One of the short-term which aims on the Contractor Development in developing countries, the journal of CIB Task Group 29 (TG29) is to study the implications of globalization for the construction industries of developing countries. CIB is a task group and its objective is to study and effectively disseminate the possible ways of means by which the construction industries developing countries can be continuously improved. It provides an opportunity for researchers, contactors, consultants, governments, professionals institutions and suppliers to meet and exchange information, share experiences on the conference theme and develop closer co-operation for mutual benefit. As far as these industries are concerned, globalization is an inescapable fact. This is because many of the construction projects which the nations require for their socio-economic development are beyond the capability of their industries to undertake, owing to the size, novelty and complexity of those projects Drewer, (1980). Therefore, the developing countries must import some construction activities. Table 3 shows

the advantages and demerits of globalizations to the construction industries of developing countries. Reviewing developments in the construction industry in several Asian countries in the 1990s, Raftery et al (1998) identified three trends: (a) a greater extent of private-sector participation in major infrastructure projects; (b) increasing vertical integration in the packaging of construction projects which are growing larger; and (c) increased foreign participation in the construction industries of most of the countries, almost all of which are developing. They attributed these trends to “the globalization and deregulation of markets necessitated by fiscal technological and managerial constraints” (p. 729).

The studies carried out at the university of Michigan produced similar findings to those conducted at Ohio state university Yuki,(2006).

Table 1.3 shows advantage and disadvantage of globalization in the developing countries construction industry context outlining finance, foreign investment, foreign involvement and local construction company’s capacity to highlight the effect of globalization in the developing construction industry.

Globalization in construction industry plays major roll to transfer technology and recent or modern leadership styles as well.it is well known that, the transferring of leadership styles abroad has its own good and bad influence during the implementation process it needs a very big concern to give high opinionand harmonize with the society norm, culture, religion and others.

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"><li>- Involvement of international finance makes possible the implementation of several projects, such as those of major infrastructure.</li><li>- Direct foreign investment in projects leads to increase in</li></ul>	<ul style="list-style-type: none"><li>- Local construction firms have no funds or expertise to participate in the sponsorship of privatized projects.</li><li>- Local construction companies lack the technical and managerial capability to undertake most of the foreign-funded projects.</li></ul>

<p>construction demand, creating work opportunities for local firms.</p> <ul style="list-style-type: none"> <li>- Competition among foreign firms lowers the costs of projects to developing countries.</li> <li>- Presence of large numbers of international firms offers scope for technology transfer and the development of local firms and upgrading of the industry. The large number of such firms also means that technology transfer can be a tool for competition.</li> </ul>	<ul style="list-style-type: none"> <li>- It is possible that local firms will be deprived of the opportunity to grow Hillebrandt, (1999).</li> <li>- Foreign construction firms may pay lip service to technology transfer Carillo, (1994) or take measures to avoid it. Moreover, local companies may not be in a position to benefit from technology transfer, or to subsequently utilize the acquired expertise</li> </ul>
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Table 1:3 Advantages and Disadvantages of Globalization Considering Construction Industries in Developing Countries Ohio state university (Yuki 2006).

### Summary

The construction industry has a greater need for leadership than, arguably, any other field of endeavor. Many reasons support this contention, are evident in the nature of the construction projects, industry, and constructed products. Developing countries have an even greater need for leadership in construction for abundant reasons such as poor project performance deficiencies, problematic operating environments, and direct relation of constructed products with long-term socio economic development and finally the stakeholders are unaware of the many aspects of construction. Ethiopian Construction Industry has its own challenges in many levels and dimensions of construction and development such as poor design and quality of projects, inappropriate construction policy, and lack of professional development justifying the need for research on construction leadership in developing countries Construction industry.

Despite the large number of researches that have been written about leadership styles, still no general definition of leadership styles exists Bass, (2008), There is a large variety of

definitions regarding leadership styles and the number of leadership definitions that exist are as many as the number of people who have tried to define it. Effective leadership style is an essential element of any successful and effective management Adair,(2013). The leadership style concept has been widely reviewed in different sectors, such as; business, education, health, military and others; however, there is a lack of leadership style research in the construction field especially in Ethiopian construction industry context. Leadership styles have been characterized through time in terms of qualities, behavior, influence, interactional examples and additionally the role of relations. However, most meanings of leadership styles reflect the idea that it includes a procedure whereby one individual applies intentional impact over others to guide, structure, and encourage exercises and connections in a group of people or associations Yukl, (2013). Accordingly leadership will be examined as: the capacities and skills of a person to influence, motivate, and empower others to contribute towards the adequacy and achievement of their organization Maxwell,(2006). Moreover, it is noteworthy that leadership is essential in an attempt's success or failure. Modern arguments state that leadership is a key determinant of success or failure of a construction project; however, some arguments suggest that leadership is one minor factor amongst many that determines the success or failure of a project.

By adopting a pragmatic approach to the research method, one of the main questions that can be answered using a quantitative approach is to test and check hypotheses Muijs, (2011). Hence the need for designing a conducive questionnaire arises, as can be seen it has been designed based on the research questions. The questionnaire is the first step in achieving the aims and objectives of the research. The questionnaires were aimed at employees working inside the head office of higher grade construction companies in Ethiopia. The reason behind choosing office employees was due to the fact that people who work in offices are more attached to the management process and their knowledge of daily conflicts, decision making and delegations are essential for collecting qualitative data about leadership skills. Also, office employees are more affected by leadership approaches and styles. Moreover, the questionnaire mainly focused on identifying the most important leadership skills that could build an effective leader. However, it was designed to be flexible in order to receive comments from the respondents.

As mentioned previously the purpose and aim of the research is to investigate the impact of leadership styles of managers within the Ethiopian construction industry. Due to the lack of research in this subject, and to reach a deeper understanding of the research aims, the management process and project manager roles are described. Leadership styles theories and modules were addressed in the previous chapter to support the need for research. Subsequently, leadership styles and skills are investigated and summarized based on the models and previous literature. An initial list of skills required for a leader based on previous studies was created and was used as a guide for research methodology and data collection. Therefore, it can be said that this research is descriptive; however, it can also be exploratory as it is conducted in a new field of study or industry.

# CHAPTER THREE

## RESEARCH METHDIOLGY

The data of the study depend on both from primary and secondary sources. The primary data are collected through questionnaires which are designed and distributed to different construction companymanagers and project managers.

The secondary sources of data that the researcher used are from different relevant books, Journals, Articles, senior thesis work, manuals, available documents, organizational chart, brochures, magazines, company manuals, and electronic retrievals.

### **3.1. Research Population Size**

The population for this research is construction company managers and directors within the construction industry, in which the companies employ more than 200 skilled professionals and an annual turnover of more than 50,000,000 ETB.

For the purpose of this research those construction projects in the hands of class one and two local contractors only are selected and the class of the contractors was identified according to the 2009 Eth.C data obtained from ministry of urban development and construction.

The major reason for selecting these classes is in order to limit the population in to an affordable size for the study and the other basic reason is to control that the population of the research focused on those contractors which have various million cost projects and which plays a major and vibrant role in construction industry of Ethiopian. In addition to this, the two classes are believed to run multimillion projects, have better understanding of construction leadership, and better record of leadership styles experiences. The list of companies are obtained from the government construction agency and housing projects office of Addis Ababa and Ministry of Urban Development and Construction the population size is found to be 80 contractors, out of 125 distributed questioners, after passing through the above stated selection criteria.

### **3.2. Research Sample Size Determination**

In this research, it is decided to study the whole population, i.e. eightyrespondents as explained in section 3.1 above, and therefore, the sample size distributed was 125 for this study.

Whereas, the sample size originally determined and planned to study was not used fully for different reasons. The first reason was that some of the company managers were found to be abroad and was very difficult to contact them either at their office or through their personal phones. The other reason was that, some are very busy and have no time, other contractors didn't show willingness to fill and return questioners and some others are fed-up of filling questioners from different direction.

### **3.3 Questionnaire Design**

The questionnaire designed for this research includes both the open and closed ended forms of questions. In the open ended part of the questionnaire respondents were asked to express their opinion or to reply in whatever content they like for the questions asked, concerning the different leadership styles issues mentioned in this research. In the closed ended part of the questionnaire the respondents were asked simply to show their level of agreement on the statements outlined and for which they are given five different levels of agreement for each.

These surveys were completed by each individual in the academy and collected for data processing. As mentioned previously, company and project managers were in one group. In an attempt to produce not only a picture of what was important, but also what was critical a -opposed to nominal, individuals were instructed to list survey responses (Please see Appendix A).

#### **3.3.1 Identification of Leadership Styles**

For these thesis work 6 types of leadership styles has been identified and questioners are prepared according to the classification.

### **3.4. Questionnaire Distribution**

After determining the research sample size, a total of 125 questionnaires were distributed and delivered in person to the construction company managers and project managers of the contractors. So, the questionnaires were distributed to the representatives of each party at head office level.

#### **Leadership Style 1: (Autocratic or Authoritarian)**

Autocratic leaders like to keep the decision-making power to them. They choose to make the majority of decisions on their own. These leaders prefer to keep control of and take responsibility for all projects assigned to them; this means that they are less likely to delegate the decision-making to others. They prefer a clear structure and set rigid expectations. These leaders rarely consult with others and are not very interested in developing their own skills or those of their employees. This type of

leadership is one of the oldest leadership styles, but it still exists because there are many situations and type of business entity which needs critically this leadership styles to apply.

Autocratic leaders rely on threats and punishment to influence their staff. Autocratic leaders do not trust employees and do not allow their input. They expect employees to obey orders without giving any explanations, and base their motivation scheme on a structured set of rewards and punishments. Nonetheless, this leadership style is not all bad and can sometimes be effective in cases where newly-hired employees do not know which procedures to follow, or where effective supervision through detailed instructions is required. one can come across the autocratic style in severe cases where employees do not respond to any other leadership style, as well as where high-volume production is required on a daily basis, or in situations where there is limited time to make a decision.

Additionally, it can occur in poorly managed areas where an employee can challenge a leader or in situations where work needs to be coordinated with another department or organization. The following leadership styles fall under the autocratic style: Task-oriented leaders: A highly task-oriented leader focuses only on getting the job done. He will actively define the work and the roles required, put structures in place, plan, organize and monitor, as in a military context. An example of such a leader is Florence Nightingale (Murphy, 2005). Charismatic leaders: Lead

Task-oriented leaders: A highly task-oriented leader focuses only on getting the job done. He will actively define the work and the roles required, put structures in place, plan, organize and monitor, as in a military context. An example of such a leader is Florence Nightingale (Murphy, 2005).

Charismatic leaders: Leaders force their personalities and interpersonal skills to articulate an appealing vision linking the present with the future, and are said to have an extraordinary effect on followers and subordinates without resorting to any formal authority. This type of leader is found in most manufacturing engineers and big organizations.

Examples of such leaders are Martin Luther King Jr. (Carson, 1987), George Washington, Franklin D. Roosevelt, Bill Clinton, and Steve Jobs. They are often experts in their field, but their unique power comes from conveying presence, charm, and a sense of accomplishment. In a way, charisma is the ultimate skill of great leadership, excellent management, and high team performance.

Transformational leaders: This is about having the skills and personal qualities to be able to recognize the need for change and being able to identify appropriate courses of actions to bring it about (Kuhnert

& Lewis, 1987). Examples of such leaders are General C. Everett Koop (Bass & Riggio, 2006) and Barack Obama.

### **Leadership Style 2: (Bureaucratic)**

Bureaucratic leadership works well in environments where following the rules is more important than creativity or thinking outside the box. In a bureaucratic leadership arrangement, the focus for the leader is on making certain that employees follow the rules with consistency. This style became very popular when the industrial era began, because factory work requires specific rules and procedures in order to ensure consistent quality and to protect the health and safety of the workers. In this leadership situation, the leader gains authority more from his position than for other reasons. Employees are rewarded for being able to follow the rules and producing consistently, rather than for innovation or brainstorming.

The environment tends to be more formal, with clear distinctions between the leaders and their employees. This setup is common in older, larger organizations, or in organizations that have not yet evolved their organizational structure for some reason. Bureaucratic leaders manage —by the book (Weber, 1947), with everything done according to procedure or policy, and if it is not covered by the book, it is referred to the next level above. One of the leadership styles that falls under the bureaucratic style is the transactional leadership style.

The transactional leader works through creating clear structures, whereby it is clear what is required of their subordinates, and the rewards that they get for following orders. There is rarely mention of punishments, but it is well understood and a formal system of discipline is usually in place. This includes the allocation of work, making routine decisions, monitoring performance and interacting with other functions within the organization (Kuhnert & Lewis, 1987).

### **Leadership Style 3: (Democratic or Participative)**

The Democratic Leadership Style Democratic leaders share the decision-making as well as the resulting responsibility with the team members. They seek feedback and prioritize the team members' development. Democratic leadership is also known as participative leadership, and encourages decision-making from different perspectives; members of the group take a more participative role in the decision-making process, thus leadership may be emphasised throughout the organization.

This leadership style uses two important factors that are most effective and can lead to higher productivity and better contribution from group members (MTD training, 2010):-

Consultative: - Process of consultation before decisions is taken.

Persuasive: - Leader takes a decision and seeks to persuade others that the decision is correct. The team shares the responsibility for making the decisions, making changes, and meeting deadlines.

The leader delegates a great deal of work, letting others have a say in what portion of work they take on. The leader seeks continual feedback and looks for opportunities for development for both himself and his team (Hackman & Johnson, 2009). This is a popular style because, when executed well, it creates a harmonious, productive, evolving workforce. Since group members are encouraged to share their thoughts, democratic leadership can lead to better ideas and extra creative solutions to problems.

Researchers have found that the democratic leadership style may help increase motivation and involvement as group members feel ownership of the firm and its ideas. It can also improve sharing of ideas and experiences within the business. However, the democratic leadership style can only work best in situations where group members are experienced, proficient and willing to share their knowledge. Furthermore, sufficient time is required to allow people to share their ideas and develop an action plan before making a final decision. The downside of this style is in situations where responsibilities are unclear or in circumstances where time is of importance. This can lead to communication failures and incomplete projects. The following leadership styles fall under the democratic style:

The following leadership styles fall under the democratic style: People-oriented: This style of leadership is the opposite of task-oriented leadership: the leader totally focuses on organizing, supporting and developing the people in the leader's team.

Corrective Leadership: - Empowers staff to facilitate collaborative and synergism, working with and through other people instead of bowing to authoritarianism.

Change Leadership: - Endorses (approves) alteration. Beyond thinking about individuals and an individual organization, single problems and single solutions; rethinking systems to introduce change to parts of the whole and their relationship to one another.

Intelligence Leadership: To navigate the future by embracing ambiguity and reframing problems as opportunities. A proactive stance in taking their organizations into uncharted territory

#### **Leadership Style 4: - (Charismatic)**

With this style, the main characteristic is the leader's ability to inspire others. Weber (1947) defined charisma as being —set apart from ordinary people and treated as endowed with supernatural, superhuman, or at least specially exceptional powers or qualities... regarded as of divine origin or as exemplary, and on the basis of them the individual 24 Hamad Al Asri Al Shamsi, PhD Student concerned is treated as a leader. They do so through commitment to a vision they stimulate to communicate with their team.

It is possible that the leader will actually have to create the vision as well, requiring the ability to generate excitement in others about new, possibly risky ideas. As the name implies, the charismatic leadership style is based on the leader's ability to inspire and influence the actions of others. It takes a great deal of energy to be a charismatic leader because it requires taking advantage of every opportunity to sell 'the team on the vision and mission of the organization. Some members of the team will be easy to inspire, while others will be sold 'more slowly or, unfortunately, not at all.

This style depends on the leader's ability to build trust with team members by demonstration of personal integrity. A widely accepted framework is that of Conger and Kanungo (1998), who explained that charismatic leadership is typified by four key characteristics: possessing and articulating a vision, willingness to take risks to achieve the vision, exhibiting sensitivity to follower needs, and demonstrating novel behaviour.

#### **Leadership Style 5: - (Laissez-faire [Delegative])**

Lewin et al., (1938) first described the laissez-faire leadership style. The laissez-faire style is sometimes described as a hands-off leadership style because the leader provides little or no direction to the followers. The characteristic of the laissez-faire style allows followers to have complete freedom to make decisions concerning the completion of their work. It gives all authority and power to the followers to determine their goals, make decisions, and resolve problems on their own.

The laissez-faire leader is one who believes in freedom of choice of employees, leaving them alone to do as they want. The basis for this style of leadership is twofold. First, there is a strong belief that the employees know their jobs best so they should be left alone to do their jobs. Second, the leader may be in a political, election-based position and may not want to exert power and control for fear of not being re-elected. Such a leader provides basic but minimal information and resources. There is virtually no participation, involvement, or communication within the workforce. Understanding of job

requirements, policies, and procedures is generally exchanged from employee to employee. Because of this, many processes are out of control. No direction is given and the laissez-faire leader functions in a crisis or reaction mode. If there are goals and objectives, the employee agreement or commitment assumes that, even if goals and objectives are shared, there is rarely a defined plan to accomplish them. Laissez-faire management or leadership style can only lead to anarchy, chaos, inefficiency and lack of control, and is usually dismissed as useless.

The overall effect of laissez-faire leadership seems to be negative. Nevertheless, there may be an aspect of such a style of leadership that is very positive for some business. The following leadership styles fall under the laissez-faire style:

**Servant leadership:** This refers to anyone (whether having a formal leadership title or not) who leads by meeting the needs of others or of his or her team. This leadership style is based on strong values and personal integrity. It is quiet, without fanfare.

**Pedagogical Leadership:** - A paradigm shift from leader/teacher-centred "orientation" to an interactive, connective organizational system was using a democratic learning and communicative style.

**Bridging leadership:** Fostering synergy (co-operative) and reinforcing behaviour and motivation using communication to create a climate of trust and confidence. Projection of confidence in the face of difficult challenges.

### **Leadership Style 6: - (Paternalistic)**

The paternalistic leadership style is adopted when a leader needs to regulate the conduct of those under his control in matters affecting them as individuals, as well as in their relationships to him and to each other. Here the leader acts as a father figure, makes decisions and may consult before making a decision. This leadership style uses power to control, protect, punish, and reward in return for obedience and loyalty from his employees, followers, or subordinates Farh, Liang, Chou & Cheng, (2008). These leaders give more attention to the social needs and views of their workers. Managers are interested in how happy workers feel, and in many ways they act as a father figure (pater means father in Latin). They consult employees over issues and listen to their feedback or opinions.

The leader will, however, make the actual decisions (in the best interests of the workers) as they believe the staffs still needs direction, and in this way it is still somewhat of an autocratic approach. This style is linked closely with Mayo's Human Relation view of motivation, as well as the social needs of Maslow.

This style of leadership is ideally useful in the following settings:

- Military establishment – where order and discipline are emphasized.
- Hospitals – where things need to be done in an orderly and timely manner.
- Governments – where there is a more formal and hierarchical structure.
- Social service agencies – where creative thinking is not required; and
- Educational institutions – where order and discipline are required.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Age and Leadership Style

As per the views of Politis, (2006), age is an important aspect of determining the effectiveness of leadership. Observably, young leaders are more aggressive and take a prompt decision, hence follow the transactional form of leadership. On the other hand, senior leaders, who act according to the situations, generally follow transformational leadership wherein age is an important element as young leaders of the Ethiopian construction managers under this study are concerned with gaining the maximum output from an individual project.

Leaders and styles of leadership may vary based upon age and age groups of the leader and the followers as well. It has been stated, “With an older leader, the team may be more open to a leaders transformational behaviors, because the team members may be more accepting of the leaders special status” Kearney, (2008). Van Vugt, (2006) claims that, “age relates to leadership in a complicated way, according to the psychological literature. Some research finds a positive correlation between age and leadership, whereas others find a zero or negative correlation”.

In the present time, evidence for this link between age and leadership can still be found in professions that require a considerable amount of specialized knowledge and experience, such as in science, politics, and arts Van Vugt, (2006). Cagle, (1988) has regarded age as one of the factors that determine the leadership style. Apart from the professional and academic knowledge, it is commonly believed that age and experience might play important roles in leadership behaviors. In many cultures, the myth is that as people get older they become wiser due to more exposure and experience. For example in African culture, experience is considered as a function of age and therefore older peoples are given priority for leadership positions in different organizations Ahiazu, (1989).

Currently more than 50 universities are on duty in our country and out of this beyond 20 universities are graduating fresh different construction professional engineers every year. These generations are exposed for globalization era and user and highly practitioner of modern technology products with a very rapid communication skill and this innovativeness helps the young generation to apply and to follow up the recent global leadership styles like new authentic transformational leadership sophistications.

The following table reveals that, there is significant variance among employee age groups in terms of leadership styles. From this we can reject the null hypothesis stating-“there is no significant variance among the different age groups of employees in terms of leadership styles” -and the study proves age has its influence on the leadership styles of the workers.

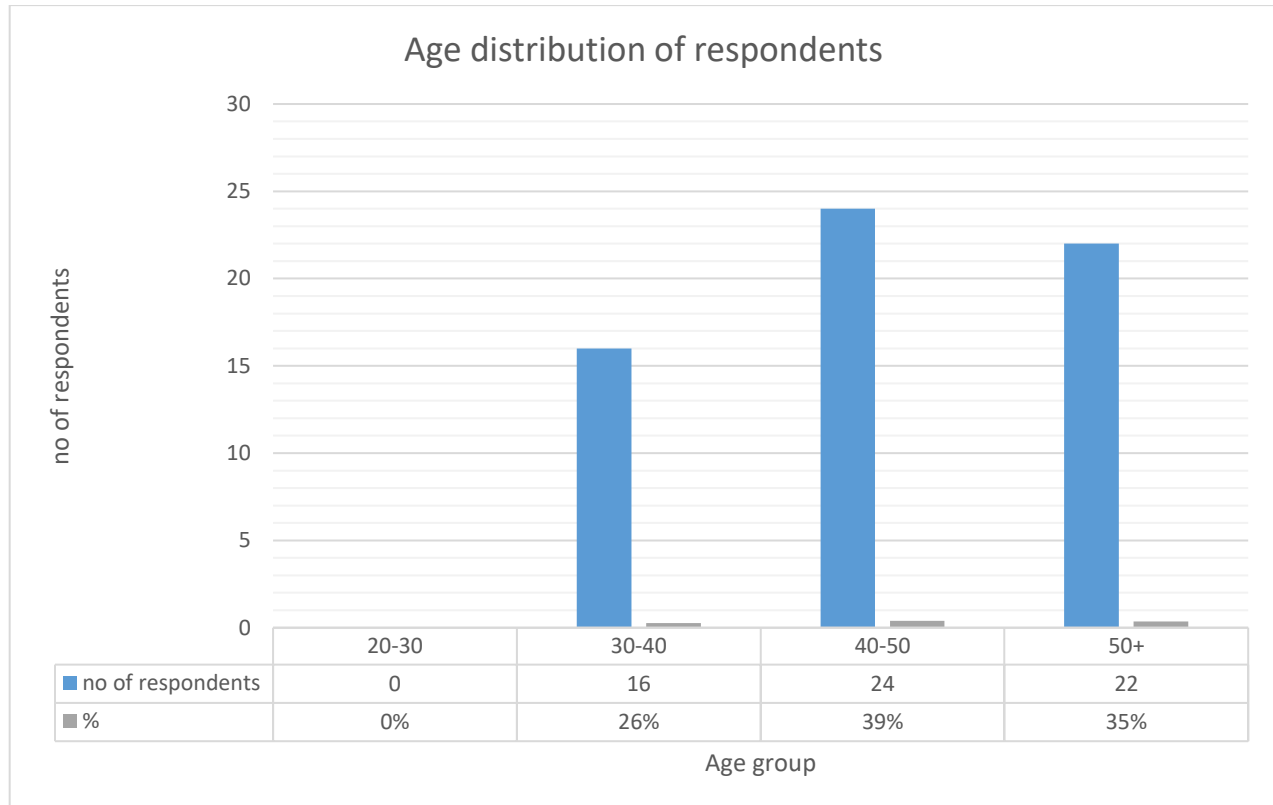


Table: 1.4 Age distribution of respondents

The purpose of this research was to examine whether the age of a leader has any significant influence on his leadership style in the construction industry. The dependent variable are Autocratic or Authoritarian, Bureaucratic, Democratic or Participative, Charismatic, Laissez-faire (Delegative) and Paternalistic leadership styles,(the six leadership styles ) whereas an independent variable included in this research is the age of a leader hence according to the regression test conducted on the data analysis shows that, Bureaucratic leadership style (M = 2.8612, SD = 0.605, p < .000) , followed by Laissez-faire (Delegative) leadership style (M = 2.185, SD = 1.150, p < .000), Democratic or Participative leadership style (M = 1.744, SD = .4381, p < .000), , Charismatic leadership style (M = 1.40, SD = .4156, p < .000), Autocratic or Authoritarian leadership style (M = 1.1263, SD = .6894, p < .000), and finally Paternalistic leadership style (M = 1.006, SD = 0.8313, p < .000),. According to a person

correlation test conducted for these research significantly positive correlation has been found between age of a leader and the Bureaucratic style of leadership ( $r = 0.989$ ;  $p = .001$ ).

That means according to the research resulted displayed and in the opinion of the researcher from the data driven analysis above a senior age leader is more likely to practice bureaucratic leadership style. On the other hand, a significant negative correlation has been found between age of a leader and charismatic style of leadership ( $r = 0.8571$ ;  $p = .001$ ). Therefore, according to the research outputs it could be concluded that a young leader tends to use a more charismatic style of leadership compared with a senior age leaders.

On the opinion of the researcher the main reason behind this research findings are mainly because of Senior age leaders has abundant experience of engineering profession but there leadership experience is far from the recent leadership awareness they passed through previous different government administration styles, educational system, political outlook, and less technology. They prefer to use their repetitions rather practicing the new transformational leadership styles.

#### **4.2 Gender and Leadership Style**

It is possible that males and females might lead from different perspectives. Winter, Neal and Waner (2001) claim that “Current psychological research on leadership and team interaction suggests that men and women exhibit different leadership styles and interpersonal communication styles in a variety of small-group situations from student problem-solving situations to industry and community situations”. According to Lantz “women executives are much more likely than males to be a department head or to fill some other staff position, whereas men are much more likely to be a chief executive officer (CEO), chief operating officer (COO), president, or vice president” (Lantz, 2008). Babcock (2008) states that “Rather than intentional acts of bias, second-generation gender biases reflect the continuing dominance of traditionally masculine values in the workplace”. According to common perception, women are more emotional and less competitive than men. For example, some authors have written that “Women are significantly more risk averse, tend to be less overconfident and behave less competitively oriented” (Beckman and Menkhoff, 2008).

Omair (2010) suggested that the female leaders are more transformational in nature than the males because the female leaders are more honest in their work. The purpose of this experiment was to examine whether the gender of a leader has any significant influence on his leadership style in the construction industry. The dependent variable (the six leadership styles) includes Autocratic or

Authoritarian, Bureaucratic, Democratic or Participative, Charismatic, Laissez-faire (Delegative) and Paternalistic leadership styles, whereas an independent variable included in this experiment is the gender of a leader. Both chi-square and Pearson's correlations test failed to show any significant the relationship between the gender of a leader, and the style of leadership. However, only 13% (n=8) respondents were female, and it could be a reason for the insignificant results.

The numbers of female respondents are few due to:-

- Lack of experienced female graduates in engineering profession
- Lack of female professional contractors
- Currently big number of female engineers are graduating from different universities and this is a good opportunity to get more number of female professional engineers, project managers (PM) contractors and project leaders
- Females are naturally and culturally have good outlook, very clever, and patient full and are very strong decision makers. According to some researchers they are very good for transformational thinking and are also very good for long hour's office work rather of site or project tedious works.

#### **4.3 Educational background and leadership styles of the Ethiopian construction managers**

What is the goal of education? It is nothing but adjustment to environment John Dewey,(1938). It implies that a person upon education, will adjust or at least capable of trying to adjust to the environment, i.e., education brings about a change in the behavior of a person to environment. This concept applies equally well even to a leader. Upon education the leader will try to adjust to his or her followers and this brings about a change in the leadership behavior of the leader Van Vugt, (2006); Nusbuga, (2009).

Van Vugt, (2006) states that, in ancestral environments, some situations required the possession of unique and specialized knowledge, for example, where to find a waterhole that has not yet dried up. Knowledge about where to go would have been more likely to be held by older or experienced individuals and, thus leading is expected to correlate positively with experience or knowledge in this domain ". In the present time, evidence for this link between age, experience, knowledge and leadership can still be found in professions that require a considerable amount of specialized knowledge and experience, such as in science, politics, and arts) Van Vugt, (2006).

Among the 62 respondents of this study 74% of the population under survey has a Bsc. Degree from recognized academic institutions while 16% of the population has completed advanced diploma level from higher Education and only 10 % of the sample survey population has a higher academic achievement of a Master's degree level as presented in Figure 1.6 below.

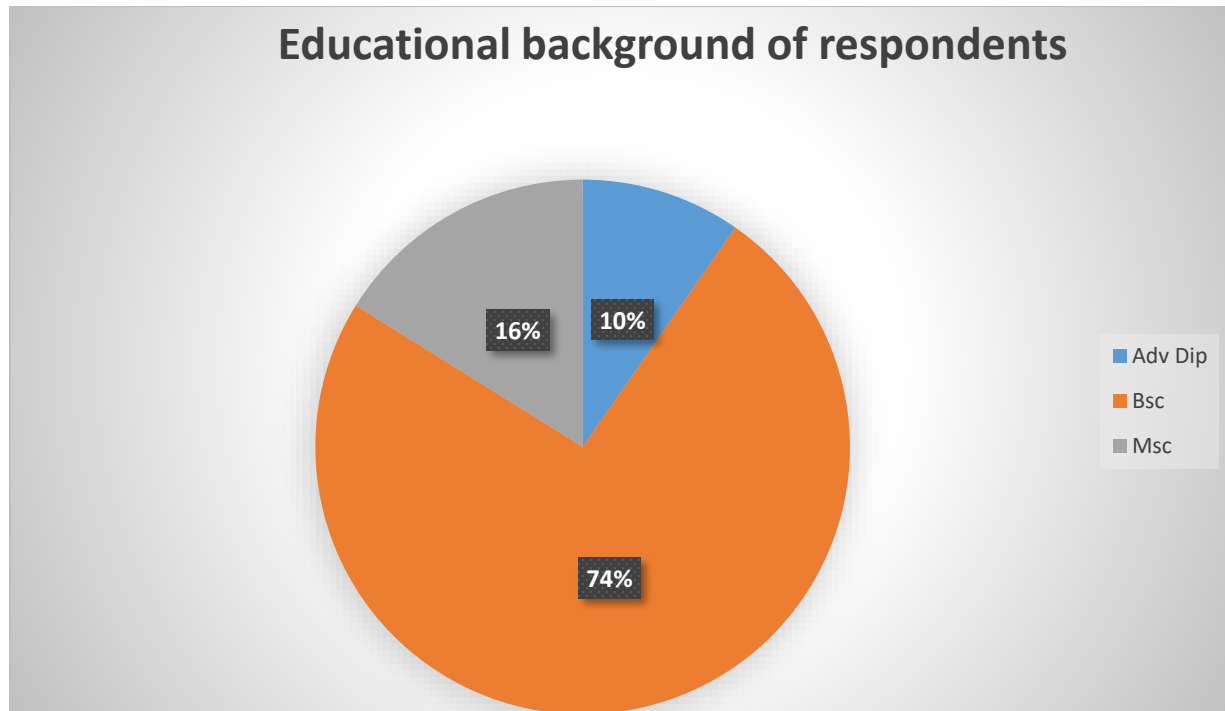


Fig: 1.6 Educational Backgrounds of Respondents

#### 4.4 Work Experience and Leadership Style

The more experience an individual has in performing a professional task, the more likely the individual would act as an effective transformational leader and in implementing such leadership style.

Each of these conferred leadership styles in this research has their own benefits as well limitations. Whenever time and situation is changing, a leader would switch from one leadership style to the other or might use a combination of different leadership styles. Leaders and styles of leadership may vary based upon the position of age they have and age groups of the leader and their followers occupation, time, and their business type. It has been stated, "With an older or edged and matured leader, the team may be more open to a leader's transformational behaviors, because the team members may be more accepting of the leader's special status" Kearney, (2008). Work-experience of the leader should

undoubtedly affect the leadership behavior Cagle, (1988); Katozai, (2005) for this factor too, either directly or indirectly educates an individual to certain degree.

Not only education, but even the work experience of the leaders should undoubtedly affect the leadership behavior, Cagle, (1988); Katozai, (2005) for this factor too, either directly or indirectly educates an individual to certain degree. In terms of direct work experience in the Ethiopian construction sector the edge of respondents of these research paper vary from 6 years to 15 years and above each group as presented in the figure below. The survey conducted shows that leaders from ten to fourteen years of work experience take the majority of the respondents covering 39% of the respondents while those who have six to ten years of experience have 34% of the respondents.

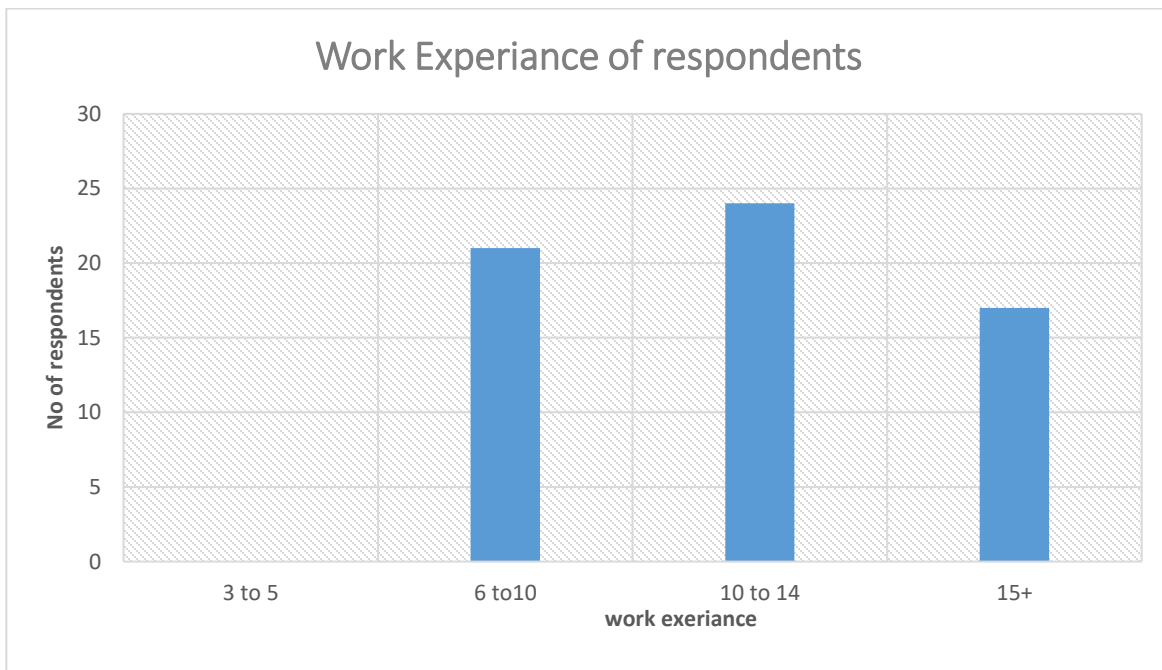


Table: 1.5 Work Experience of the Respondents

The purpose of this research was to examine whether the number of years of work experience a leader has made any significant influence on his leadership style in the construction industry. The dependent variable (the six leadership styles) includes Autocratic or Authoritarian, Bureaucratic, Democratic or Participative, Charismatic, Laissez-faire (Delegative) and Paternalistic leadership styles, and an independent variable included is years of work experience of a leader. A Chi-Square test showed that age of a leader makes a significant overall difference between Bureaucratic leadership style ( $M = 2.8612$ ,  $SD = 0.605$ ,  $p < .000$ ), followed by Laissez-faire (Delegative) leadership style ( $M = 2.185$ ,  $SD = 1.150$ ,  $p < .000$ ), Democratic or Participative leadership style ( $M = 1.744$ ,  $SD = .4381$ ,  $p < .000$ ), Charismatic leadership style ( $M = 1.40$ ,  $SD = .4156$ ,  $p < .000$ ), Autocratic or Authoritarian leadership

style ( $M = 1.1263$ ,  $SD = .6894$ ,  $p < .000$ ), and finally Paternalistic leadership style ( $M = 1.006$ ,  $SD = 0.8313$ ,  $p < .000$ ),.

Pearson's correlations were performed to test the relationship between the years of work experience of a leader, and the style of leadership. A significantly positive correlation has been found between the years of work experience of a leader and the charismatic leadership style ( $r = .866$ ;  $p = .001$ ), while a significant negative correlation has been found between the years of work experience of a leader and the Autocratic or Authoritarian leadership style ( $r = -.7904$ ;  $p = .001$ ),

The research inputs above presented implies, according to the research conducted and the data analyzed the longer a leader working in Ethiopian construction industry, there are better chances of adopting a charismatic leadership style.

#### **4.5 Organizational Position and Leadership Style**

Organizational position in a company has any significant influence on his leadership style in the construction industry. The dependent variable (the six leadership styles ) includes Autocratic or Authoritarian, Bureaucratic, Democratic or Participative, Charismatic, Laissez-faire (Delegative) and Paternalistic leadership styles, and an independent variable included is years of work experience of a leader, and an independent variable included is the organizational position of a leader. An Chi-Square test showed that age of a leader makes a significant overall difference between the six leadership styles under this study . Bureaucratic leadership style ( $M = 2.8612$ ,  $SD = 0.605$ ,  $p < .000$ ) , followed by Laissez-faire (Delegative) leadership style ( $M = 2.185$ ,  $SD = 1.150$ ,  $p < .000$ ), Democratic or Participative leadership style ( $M = 1.744$ ,  $SD = .4381$ ,  $p < .000$ ), Charismatic leadership style ( $M = 1.40$ ,  $SD = .4156$ ,  $p < .000$ ), Autocratic or Authoritarian leadership style ( $M = 1.1263$ ,  $SD = .6894$ ,  $p < .000$ ), and finally Paternalistic leadership style ( $M = 1.006$ ,  $SD = 0.8313$ ,  $p < .000$ ),.

This supports the hypothesis that states Bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction. Bureaucratic leaders are usually strongly committed to procedures and processes instead of people, and as a result they may appear aloof and highly change adverse. The specific problem or problems associated with using policies to lead aren't always obvious until the damage is done.

Pearson's correlations were performed to test the relationship between the organizational position of a leader, and the style of leadership. A significantly positive correlation has been found between the organizational position of a leader and the Laissez-faire (Delegative) leadership style ( $r = .2254$ ;  $p = .001$ ). A closer look shows that top managers ( $M = 3.0235$ ) are practicing the highest degree of Laissez-faire leadership style followed by middle managers ( $M = 2.9451$ ). On the other hand, a significant lowest correlation has been found between the organizational position of a leader and Paternalistic style of leadership, ( $r = -.9716$ ;  $p = .001$ ).

Importantly, these more passive styles are not always considered to be more negative in nature. It has been argued that they are rooted in older leaders' willingness to cooperate and delegate more and that they are manifestations of older leaders' general tendency to behave themselves in a more calm and modest manner ( *Oshagbemi 2004*). Notably, their willingness to cooperate and delegate may reflect that they place more value on establishing intimacy with others in the present and developing a sense of belonging in the social environment (Carstensen 2006), while their calm demeanor fits well with older people's general motivation to experience low-arousal positive states.

#### **4.6 Observation on Ethiopian Construction Industry Leadership**

1. The following observation is direct reflection and the outcome of different conference, seminars, meetings, magazines, various newspapers, researchers papers and conversation prepared by the construction industry minister, associations, and some other concerned construction company managers and engineering related symposiums.
2. Ethiopian Construction industry is not in stable condition it is disturbed by non-educated construction teams, inefficient experienced Forman's and skilled labourers, politically assigned leaders or managers, influence of government policies, budgeting problem, all this circumstances distressed the implementation of leadership.
3. Almost all company or project managers apply traditional or mixed leadership style.
4. The entire construction industry leadership activity is influenced and highly dominated by internal and external circumstances.
5. There is no engineering leadership curriculum given in any of higher education colleges and universities throughout the country and all graduate professionals are lack of leadership concept and experiences.
6. Construction project managers apply different types of leadership styles for different construction projects consciously or unconsciously practice bureaucratic, situational,

contingency, Autocratic or Authoritarian Leadership, transactional leadership style or according to the existing situation of the project.

7. Some of Construction Company's and projects management are commanded by family based attachments this situation has bad influence on leadership implementation.
8. Leadership rehearsal, management, planning, scheduling, completion of the project are disturbed by delay of payment ,poor management decision, lack of consultant efficiency due to design change, material approval process, on time breakdown approval, lack of managing contractual administration corruption personal behaviour lack of ethicsetc.
9. No fast decision or solution is done around top managers of the client or consultant due to fear of responsibility or accountability and lack of leadership practices.
10. Extraordinary corruption practice is also a big challenge between the construction business stack holders and at different level of the construction industry participants. This situation creates obstacles to implement genuine and modern leadership style in the industry.

## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Conclusions

The Ethiopian construction industry is experiencing a construction boom due to large projects associated with the developmental need of the nation as a whole, the growing demand for Housing, and the investment in different infrastructure projects, such as, rail way and road infrastructures, mega dams, massive irrigation programs, mega malls, etc. Today, Ethiopian construction industry is suffering from several problems associated with Cost overrun, completion time, disputes, transparency and so on. Several studies have been carried out describing such problems and the associated reasons behind them. Inefficient leadership and management practices have been frequently reported as a main reason for delays, cost overruns, and disputes.

In this rapidly growing globalization era world is changing, because of multifaceted problems inside the industry and new or modern projects are becoming even more complex, one can no longer assume that a sole executive or manager can solve all problems by himself or herself. No one person can deal with all of today's rapid changes, competitive threats, and escalating customer demands. Instead, effective leadership must permeate the organization.

The main objectives of this study, as it was mentioned earlier, is to assess leadership applicability and take lesson from the current experience of western and some of middle east leadership styles experience and give some awareness for the existing Ethiopian construction industry leadership styles. As compared to the many factors assumed responsible for influencing choices of leaders in adopting the most suitable leadership styles, age, gender, organizational positioning and work experience were perceived as more important in this study. Based on quantitative research approach, the study identified varying results with consideration to the correlation between the stated variables and the leaders' choices of leadership styles in the construction industry.

As per the research conducted and data analyzed, several conclusions can be made from the study including:

1. The research results indicate a strong correlation between the age of leaders and their adopted style of leadership, the results obtained from the study revealed that senior aged leaders usually make choices within bureaucratic leadership style of leadership. This in turn proved the fact that age has a strong effect on leadership styles adopted by the leaders. Hence according to the

research findings Autocratic or Authoritarian style of leadership style is considered to be the most popular leadership style in correlation to the age classification.

2. Another significant correlation regarding gender variances considering leadership styles, no correlation was found between the gender of the leaders and their leadership approaches. Nevertheless, it is worth mentioning in this framework that such interrelation was witnessed in the context of the scope of this thesis work, Therefore, it is necessary to conduct further researches in this domain, especially in the Ethiopian construction industry to obtain a more firm understanding of the correlation.
3. The study also focused on testing the correlation between work experience of the leaders in the Ethiopian construction industry and their adopted leadership approaches. It was in this context that the study revealed the longer a leader working in Ethiopian construction industry, there are better chances of adopting a Bureaucratic style.
4. In terms of analysing the organizational positions of the leaders in the Ethiopian construction Industry context , significantly positive correlation has been found between the organizational position of a leader and the Laissez-faire (Delegative) leadership style, this implies the top managers tend to adopt a delegative styles of leadership.
5. Paternalistic leadership styles are the least popular styles of leadership in correlation to organizational position and work experience in the industry according to Ethiopian construction managers considered in this study.

## **5.2 Recommendations**

An effective leader could be described as a person who is followed by people and not a person who orders people. In other words, leadership is a concept more than a job title and could be attached to any member that influences and changes people life and the organization. This change cannot be achieved without leaders equipped with the required leadership skills that differentiate them from normal managers. Also, leadership skills is still quite a new topic that needs to be researched further and in detail in the growing Ethiopian construction industry future due to the growing interest in leadership skills. Academic and construction sector governmental institutions should give a great emphasis on leadership development and road maps should be prepared to give equal emphasis on technical and managerial aspects in construction industries along with the professionals for the proper growth of the Ethiopian construction industry.

Hand in hand, construction company owners should realize their responsibility towards leadership in the construction industry. They should develop continuously as leaders and constantly improve their skills, especially on people skills. The importance of leadership and people skill development and the successful application thereof answers. They should look at the expansion of cross border constructors leadership implementation in our country its advantage and disadvantage.

Ethiopian construction industry leaders needs to have a positive view of themselves, well-thought-of personal behavior and characteristics, avoid selfishness, avoid short cut wealth awareness; rather, they should classify their personal strengths, compensate for their weaknesses, cultivate and frequently develop their talents, develop good professional ethics, priority thinking for the nation for the people not for personal or individual interest, learn from other countries experience and case study, adapt recording daily construction leadership activities and practice, taking risks to learn and exercises from mistakes and challenges, and know how to learn from failure. They have to struggle for success, rather than simply trying to avoid failure.

Concerned Government representative, professional engineers associations, contractors associations, all stockholders in general need to work on this industry deep rooted behavioral Cultured Revolution, should work and contribute on the development for new research and implementation, avoid non educational and non-engineering professional owners, nonprofessional family based management and leaders participants and intervention to any project activities as well as in the industry involvement. Above all for the industry new leadership implementation the well accepted global educational system or curriculum and updating the efficiency of graduating professional's status needs very high attention as a nation.

Therefore, this research could be utilized to establish a new perspective for further research and encourage future researchers to think outside the box and seek continuous improvement to investigate the styles and skills of leaders in Ethiopian construction industry.

Development to improve the productivity of the industry by a radically restructuring of its processes, procedures, practices and contemporary leadership styles application. As of Singapore experience a steering committee representing the main segments of the industry needs to be appointed, to organize to reach at a vision and role for the construction industry in the 21<sup>st</sup> century; to examine the current status of the construction industry with regard to techniques, manpower, management practices and others and benchmark it against the best standards in the world.

Even through the establishment of construction industry , construction management institution and council is a good start lack of clarity, is seen on transparency, modern software practices, on centralizing or integrating different ideas, suggestion, backups, confrontation, which is collected from different meetings, seminars, researchers, experienced, senior professionals and other passed and current practical recorded experiences to avoid the repetitions of these ideas on different scenarios and to come to finalize on the generating of the industry laws, regulation and systems. More of these out looks are interpreted in comparison with politics and policies yes, it true to do that but, it should be seen in the eye of the industry professional.

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# APPENDIX

Dear Respondents,

As part of my M.Sc. study in Construction Technology and Management at Addis Ababa University, I am undertaking a research on the title “An investigation to the leadership styles of construction managers in Ethiopia”.

The main objectives of the study are:

- ☞ To assess the leadership styles of the construction company managers in Ethiopia
- ☞ Consider the state of leadership research and leadership development in construction, as well as consider its relevance to Ethiopia , especially with respect to construction industry development
- ☞ Discuss ways and means of developing leaders for the construction industries in developing countries
- ☞ Present a research agenda for leadership development in the construction industries of developing countries and development of the construction industries.
- ☞ To generate good professional touch leadership style awareness between company managers and project managers, superintendents, technical staffs and their sub ordinates
- ☞ Determines the leadership styles of managers with overall life cycle of construction projects.
- ☞ Improve current leadership style trend with the best international experiences
- ☞ To identify the internal and external challenges of the industry which creates complication to leadership practicality, like policy, political influence, geographical location, culture, peoples attitude etc.
- ☞ To outline how to avoid bad personal behavior and characteristics of all managers including team members based on the new trend of global leadership styles.

I have developed this questionnaire to collect views of professionals working for employer, contractors and consultants for completeness of my research. It is my belief that the research, in addition to its academic significance, will have a practical significance for the development of the road sector in Ethiopia and initiates further research on the topic.

Your response, in this regard, is highly valuable and contributory to the outcome of the research. All feedback will be kept strictly confidential, and utilized for this academic research only.

Best Regards,

Girma Habtemariam

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Addis Ababa, Ethiopia

**SECTION- A**

**General Background Information**

*The questions below are related to your organisation and yourself. Please indicate your response by ticking (X or √) the appropriate box (es) or by filling the blank spaces provided, as appropriate.*

- 1. Gender.....: Male  Female
- 2. Age .....: Years 20-30  31-40  41-51  >5
- 3. Educational level.....: Under Graduate  Bachelor  Masters  Phd
- 4. Your length of construction experience in the ETHIOPIA is .....Years  
0-2  3-5  6-10  10-14  ≥15
- 5. Nationality .....: ETHIOPIAN  Other
- 6. Your Job unit.....: Line Manager  Middle Management  Top Management
- 7. Your Job Title ..... Project Manager  Project Engineer  Department Manager   
General Manager
- Other (Please specify).....
- 8. In a construction project; you provide leadership to;  
No one  1-10 people  10-50 people  50-100 people  over 100 people
- 9. In construction; you have been a leader for;  
0-2 years  3-5 years  6-14 years  ≥ 15 years
- 10- Please rate the success of your leadership; where applicable:  
Not sure  Not Successful  Adequate  Good  Excellent

## SECTION-B

### Establish the Various Implications of Leadership Style and Its Effect on Project managers

Please describe your Leadership style in sections I-F below:

Please provide your answers by ticking on the 5-point rating scale provided

#### I)- Leadership Style 1

##### In the course of a project:

1. I like to keep total control and authority with me

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to make Project related decisions, myself

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. Concerning projects, I like to keep total control and responsibility with me

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. I always I like to have a clear structure and fixed targets

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. I and my staff have sufficient skills to execute our projects; and have no need of further training

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

6. When Workers are not performing well, they must be punished

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

Please describe your Leadership style in section II below:

Please provide your answers by ticking on the 5-point rating scale provided

**II) -- Leadership Style 2:**

**In the course of a project:**

1. I like rules and regulations of the company to be followed strictly

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to have full authority related to my position on the construction project

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. I focus on Project control and consistent outputs

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. Following the rules and regulations of the company is one of my priorities

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. I reward workers under my authority in the construction project based on their ability to follow the rules

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

Please describe your Leadership style in section III below:

Please provide your answers by ticking on the 5-point rating scale provided

**III)- Leadership Style 3:**

**In the course of a project:**

1. I like to share the decision making responsibility with my team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to share the decision making responsibility with only my creative team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. I focus on authority and limited control

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. I like to have feedback from all team members on decisions made

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. The development of my team members is one of my priorities

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

6. I like to share credit or incentives with all team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

Please describe your Leadership style in section IV below:

Please provide your answers by ticking on the 5-point rating scale provided

**IV) - Leadership Style 4:**

**In the course of a project:**

1. I have special qualities to inspire team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to promote the vision and mission of the organization throughout a project

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. I like to develop a personal relationship with members of the project team

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. I like to develop the skills of each member of the project team

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. I keenly address the cares and needs of team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

Please describe your Leadership style in section V below:

Please provide your answers by ticking on the 5-point rating scale provided

**V)-Leadership Style 5:**

**In the course of a project:**

1. I delegate authority to talented, capable and entrusted team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to delegate tasks to talented and entrusted employees

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. I focus on trust and confidence building among team members

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. I like to manage people who manage the job

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. I like to reward team members according to their performance

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

6. I like to reward team members according to the results they are achieving

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

Please describe your Leadership style in section VI below:

Please provide your answers by ticking on the 5-point rating scale provided

**VI)-Leadership Style 6:**

**In the course of a project:**

1. I consider my team members as my children

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

2. I like to act as a father to all my employees

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

3. I focus on regulating the conduct of team members towards me

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

4. I focus on regulating the conduct of team members towards each other

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

5. I like to consult my team members before making a decision

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

6. I like to use power to control and, - punish subordinates

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

7. I like to use power to protect and reward subordinates

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

8. I am interested in knowing how my workers feel

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

**Impact of Leadership on construction project success in ETHIOPIA**

1. Please identify the major challenges which joint-Project Managers face in the ETHIOPIA (Please list as many as possible)

1 \_\_\_\_\_.

2 \_\_\_\_\_.

3 \_\_\_\_\_.

4 \_\_\_\_\_.

5 \_\_\_\_\_.

2. Please identify the major benefits which joint-Project Managers contribute to construction Projects in the ETHIOPIA (Please list as many as possible):

1 \_\_\_\_\_.

2 \_\_\_\_\_.

3 \_\_\_\_\_.

4 \_\_\_\_\_.

5 \_\_\_\_\_.