

ADDIS ABABA UNIVESITY SCHOOL OF COMMERCE
DEPARTEMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSYEM

THE EFFECTS OF LEADERSHIP STYLE ON PROJECT SUCCESS:

IN CASE OF OVID CONSTRUCTION PLC

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APRIL, 2026

DECLARATION

I, hereby, declare that this thesis entitled "***The Effects of leadership style on project success: In Case of Ovid Construction PLC****",* is submitted in partial fulfillment of the requirement for Degree of master's in project management with the guidance and support of the thesis advisor.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions, and that all source of materials used have been dully acknowledged.

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CERTIFICATE

This is to certify that, this project work "***The Effects of leadership style on project success: In Case of Ovid Construction PLC****",* undertaken by **Ruhama Semu Tesema** in partial fulfillment of the requirement for Master of Arts in project management at Addis Ababa University School of Commerce, is an original work and not submitted for any degree either at this university or any other university.

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ADDIS ABABA UNIVESITY SCHOOL OF COMMERCE

PROJECT MANAGEMENT PROGRAM

The Effects of leadership style on project success: In Case of Ovid Construction PLC

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Table of Contents

DECLARATION i
CERTIFICATE i
ABBREVIATIONS vii
ABSTRACT viii
1. CHAPTER ONE: INTRODUCTION 1
1.1. Background of the Study 1
1.2. Statement of the problem 2
1.3. Specific Research Questions 3
1.4. Research Objectives 3
1.5. Significance of the study 3
1.6. Scope of the Study 4
1.7. Limitations of the study 4
1.8. Organization of the Study 5
1.9. Operational Definitions 6
2. CHAPTER TWO: LITERATURE REVIEW 7
2.1. Introduction 7
2.2. Theoretical Review of Literature 7
2.2.1. Definitions and Concepts 7
2.2.2. Review of Theories 7
2.3. Empirical Review of Literature 10
2.4. Conceptual Framework 11
2.5. Hypotheses of the Study 12
3. CHAPTER THREE: RESEARCH METDOLOGY 13
3.1. Introduction 13
3.2. Description of the Study Area 13
3.3. Research Paradigm 13
3.4. Research Design and Approach 14
3.4.1. Research Design 14
3.4.1. Research Approach 14

3.5. Types and Sources of Data 15
3.6. Sampling Design, Procedures, and Techniques 15
3.6.1. Population 15
3.6.2. Sample Size Determination 15
3.6.3. Sampling Techniques and Procedure 16
3.7. Methods of Data Collection 17
3.8. Data Quality Assurance Mechanisms 17
3.8.1. Validity and Reliability 18
3.9. Methods of Data Analysis and Mode of Presentation 19
3.9.1. Data Analysis 19
3.9.2. Mode of Data Presentation 20
3.10. Ethical Considerations 21
4. CHAPTER THREE: RESULTS AND DISCUSSIONS 22
4.1. Introduction 22
4.2. Questioner Response Rate 22
4.3. Demographic information of respondent 22
4.4. Reliability Test 26
4.5. Descriptive statistics of the variables 27
4.6. Correlation analysis 28
4.7. Assumptions of the Model 30
4.7.1. The Normality Test 30
4.7.2. The Linearity Test 32
4.7.3. Multicollinearity Test 32
4.7.4. Heteroscedasticity Test 33
4.7.5. Independent Error 34
4.8. Overall significance of the model (F test) 35
4.9. Coefficients 36
4.10. Hypothesis Testing 37
4.11. Interpretation and Discussion 39
5. CHAPTER FIVE: 41
SUMMARY, CONCLUSSION & RECOMMENDATION 41

5.1. Summary 41
5.2. Conclusion 41
5.3. Recommendation 42
5.4. Limitations of the study and future research direction 44
Annex 49

List of Table

Table 1: Sample size 17
Table 2: Sex of Respondent 22
Table 3: Age of Respondent 23
Table 4: Educational Levels of Respondent 24
Table 5: Positions of Respondent 24
Table 6: Respondent's Experience 25
Table 7: Demographic Characteristics of Respondents 26
Table 8: The Reliability Test 27
Table 9: Descriptive Statistics 28
Table 10: Correlation Analysis 29
Table 11: Skewness and Kurtosis analysis 31
Table 12: Multicollinearity Test 33
Table 13: Heteroscedasticity Test 34
Table 14: Independent Error 35
Table 15: Overall Significance of the model (ANOVA) 36
Table 16: Beta Coefficient 37
Table 17: Summary of overall outcome of the research hypothesis 39

List of Figure

Figure 1: conceptual framework of the study 12
Figure 2: Normality Test 31
Figure 3: P-P Plot of Normality Test 32

ABBREVIATIONS

CL- Charismatic Leadership

DL- Democratic Leadership

PS- Project Success

PMBOK- project management body of knowledge

SF- Servant Leadership

TFL- Transformational

TSL- Transactional Leadership

ABSTRACT

This study intends to examine the relationship between various leadership styles and their impacts on the success of the projects of Ovid Construction PLC Company situated in Addis Ababa. The research adopts a quantitative methodology in which data collection will be done using a questionnaire and analysis to show the relationship between various leadership styles such as transformational, transactional, democratic, servant, and charismatic with other factors such as cost, time management, client satisfaction, and others in terms of project success. Positivism serves as the philosophical paradigm for this research as it will use statistical methods in analyzing the effects of various leadership styles on the performance of projects. In this study, a proportional stratified random sampling technique will be used to get samples from various positions such as managers, site workers, and support staffs in the company. To ensure validity and reliability of collected data, statistical analysis will be carried out using SPSS version 27. There were found to be strong positive correlations between effective leadership styles and the success factors of the project. Transformational and charismatic leadership styles had the highest positive relationships because they increased stakeholders' satisfaction as well as the chances of project success. From this study, it can be seen that an organization needs leaders that demonstrate effective leadership styles in order to increase its probability of succeeding in various projects. As a result, it is very important for an organization that wishes to succeed in the future to develop effective leaders.

Keywords: Leadership Style, Project Success, cost

1. CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Today, there are numerous factors that affect the success of projects carried out by organizations; however, one of the most important of these factors can be considered the leadership style. Indeed, leadership, understood as an ability to influence others to achieve certain results, affects the performance of projects carried out by organizations (Northouse, 2018). Leaders' actions, decisions and methods affect the outcome of projects in organizations. Various researches have analyzed the influence of leadership style on the outcome of projects carried out in various sectors of the economy. For instance, according to Turner (2019), transformational leadership positively correlates with project success, as evidenced by higher team performance and stakeholders' satisfaction. At the same time, research done by Ling et al. (2020) demonstrated that the participative leadership style increases the effectiveness of projects and satisfaction with the services provided to the client.

Findings obtained from empirical studies of recent years demonstrate that leadership style influences the success of projects. Thus, for instance, Alshammari & Sarwar (2022) noted that transformational leadership contributes to the improvement of the performance and satisfaction of stakeholders in the project team. Also, Zhang & Wu (2023) proved that the use of participative and democratic leadership styles positively influences the management of projects and leads to higher morale of project team members and satisfaction of the customer.

Nevertheless, despite the growing body of academic literature that exists in this area, there still seems to be limited information about how the application of particular leadership styles can influence the success of projects in the particular companies. Therefore, taking into account the significant position of the Ovid Construction PLC in the sphere of constructions of Ethiopia, the analysis of the relation between leadership style and the level of success of projects within the company seems to be rather intriguing. The diverse experience of the company in terms of executing various types of projects, including construction and delivery of mega projects such as residential and commercial buildings and large scale storage as well as real estate development, serves as an excellent background for analyzing the impact of the application of leadership styles on the performance of projects.

The study of the leadership styles employed by the Ovid Construction PLC in connection with the parameters that indicate the level of success of projects within the company will contribute greatly to the existing literature in this field. At the same time, conducting the research on the matter under consideration may help to achieve certain practical benefits for the Ovid Construction PLC since by

knowing more about how the application of leadership style influences the success of projects, the company will be able to increase its competitive advantage. This research focuses on the impact of leadership styles on project success of the Ovid Construction PLC.

1.2. Statement of the problem

Success in projects within Ethiopia's construction industry is more than a matter of effective management; it is an essential prerequisite for continuous economic development and infrastructure creation. If project success is achieved, Tadesse (2016), development programs are carried out successfully, contributing to national development. Despite this essentiality, however, it seems that no empirical studies have investigated how the application of various styles of leadership impacts the performance of projects in the Ethiopian construction industry observed by Fetene and Tytler(2020) . The lack of this information can be attributed to the strategic value of the construction industry for Ethiopia's economy.

More specifically at Ovid Constraction Company, while the organization takes an active part in implementing such complex mega projects like tall residential building constructions and other large scale real estate constructions, one of the key questions that arise is which type of leadership behaviors will work best under the unique socio-cultural conditions of Ethiopia.

Even though the significance of such projects can hardly be disputed, it is evident that a big conceptually-oriented gap emerges due to the lack of scientific evidence proving that Western theories of managing organizations work well and affect the performance measures of Ovid, including cost efficiency, timely implementation of construction tasks and client satisfaction. Thus, due to the fact that no clear evidence of how certain leadership styles affect the organizational communication inside Ovid has been revealed yet, no efficient strategies of mitigating potential problems exist.

In addition to being one of the largest sectors in Ethiopia, the construction industry also provides employment, attracts investments, and stimulates economic development through modernization. Thus, learning about how leaders' behavior affects the process of project execution and success becomes crucial. In the literature, leadership style is recognized as an important factor in the effectiveness of the projects in the international environment. However, due to a lack of research, little is known about the role that leadership styles play in shaping success of projects in Ethiopia.

There is no lack of theories or empirical research Muller and Tumer (2010), about the impact of the relationship between leadership styles and project success in the literature. Nevertheless, there is almost nothing said regarding the peculiarities of the impact of leadership styles on the success of construction projects specifically in the Ethiopian business environment. Some of the works try to apply theoretical models developed based on data gathered in Asian countries or the West to the African context. There is a need for further research in companies like the Ovid Construction PLC.

1.3. Specific Research Questions

1. What are the leadership styles mainly practiced by managers in Ovid Construction Ethiopia?
2. What are the effects of transformational leadership style on project success?
3. What are the effects of transactional leadership style on project success?
4. What are the effects of democratic leadership style on project success?
5. What are the contributions of servant leadership style to project success?
6. What are the effects of charismatic leadership style on project success?

1.4. Research Objectives

General Objective

The main aim of this research is to explore the effect of leadership styles on project success in the Ovid Construction PLC that is a construction company functioning in Ethiopia.

Specific Objectives

1. To examine the prevailing leadership styles among managers of Ovid Construction Ethiopia.
2. To evaluate the effects of transformational leadership style on project success.
3. To examine the effects of transactional leadership style on project success.
4. To investigate the effects of democratic leadership style on project success.
5. To investigate the effect of servant leadership style on project success.
6. To analyze the effects of charismatic leadership style on project success.

1.5. Significance of the study

The research has important implications both for academics and practitioners in the field of construction, especially regarding the Ethiopian setting. The study, by looking at the impact of leadership styles on project performance in the Ovid Construction PLC, shed light on the application of leadership theories to real-world scenarios within the construction sector. Insights generated from the study guided decision-making processes in the organization leading to improved project results.

In addition, the study had wider implications for policy making and socio-economic development in Ethiopia. Through highlighting best practices in leadership, the study helped pave the way for development through improved project delivery and infrastructure development.

1.6. Scope of the Study

For geography, the research was limited to the city of Addis Ababa, located in Ethiopia. It should be noted that Addis Ababa is the capital of Ethiopia as well as considered its economic heart. Moreover, conducting the research geographically limited to Addis Ababa provided the possibility of studying the dynamics of the construction industry in a particular geographic environment, which is important for the subsequent application of the results of the research.

Conceptual Scope: As part of the research on the topic under consideration, the relationship between leadership style and project success in terms of construction projects was studied. In this case, special attention was paid to the influence of different leadership styles on planning, implementation, and stakeholder management. This aspect implies analyzing leadership styles, behavior, decision-making processes, communication within teams, and stakeholders' attitude towards the construction projects of the Ovid Construction PLC.

Time Scope: It should be highlighted that the research was carried out from March to April of 2026, thus it lasted for five months. The chosen time period enabled us to analyze the leadership styles used by the company at the moment as well as project success rates during the particular time frame. The choice of this time frame can be justified in terms of obtaining information about the immediate effect of leadership style on project success.

As a result, the geographic, conceptual, and time scopes of the research were chosen depending on the specific features and aspects of the issue under discussion. Nevertheless, the results of the research can have further theoretical and practical implications.

1.7. Limitations of the study

Limitations of forecasting in research are a very vital aspect that shows your perception about the problems you would experience when conducting research. Here are some limitations to forecast when proposing your research about the effect of leadership style on project success of the Ovid Construction PLC: Cross-sectional design: The data collection took place at one point in time. Therefore, the findings indicated behavior of the respondents in relation to their responses at a particular time; hence other people need to investigate longitudinally.

Limitations to Generalizability: Findings from the research might have limited generalizability beyond the organizational context within which they were conducted. Other factors such as organizational culture, industry, and socio-economic conditions may hinder the generalizability of the research findings to other organizations or even construction companies.

Access to data: Accessing data on projects within the organization and leadership styles may have been limited. Problems of accessing organizational internal data may limit the research process, making it hard for the researcher to access comprehensive data.

Respondents' Socially Desirable Responses: Respondents might have offered socially desirable responses in an attempt to please the interviewer or avoid legal liabilities. Steps have been taken to mitigate the effects of social desirability bias through offering anonymity to participants, but this limitation cannot be ignored.

Scope of the study: Scope of leadership styles in relation to project success within the organization is limited. Since leadership styles were studied through the observation of behaviors and attitudes, the underlying leadership philosophies and beliefs were not captured.

1.8. Organization of the Study

The research study was divided into five different chapters. Chapter one was introductory in nature, containing information about the background of the research study, problem statement, objectives, scope, significance, and overall structure of the research. The second chapter contained a thorough literature review, highlighting relevant theoretical and empirical studies related to the leadership style and success of projects, especially in the construction industry. The third chapter focused on the methodology of the research study, discussing important aspects such as research design, study area, target population, data collection process, data analysis approach, ethical issues, and limitations of the research study. The fourth chapter provided results of the research study along with a detailed

discussion, explaining the impact of leadership style on project management in the Ovid Construction PLC.

1.9. Operational Definitions

Operational definition is an explanation of how a term is used in a particular research project. In the current study, the operational definition of key terms will be provided as follows:

Leadership Style: In this research, the leadership style will be referred to as the behavioral pattern displayed by the leaders of the Ovid Construction PLC in Addis Ababa, Ethiopia, that affects the leaders' decision-making process towards managing the project team. These include transformational, transactional, laissez-faire, autocratic, and democratic leadership styles (Northouse, 2018).

Project Success: The project success will be operationally defined as the accomplishment of established goals and objectives of the project within stipulated parameters such as time, cost, quality, and stakeholder satisfaction (Müller, & Turner, 2018; Shenhar et al., 2001).

2. CHAPTER TWO: LITERATURE REVIEW

2.1.Introduction

This chapter presents a review of the literature on the relationship between leadership style and project success in the construction sector, paying special attention to the Ovid Construction PLC operating in Addis Ababa, Ethiopia. Literature review presents the theoretical framework for exploring the topic under consideration.

2.2. Theoretical Review of Literature

2.2.1. Definitions and Concepts

Leadership style means the way the leader works with his/her employees, makes decisions, and allocates resources for the achievement of the organizational objectives (Northouse, 2018). The project success includes several dimensions, such as time, costs, quality, and stakeholders' satisfaction (Shenhar et al., 2001).

2.2.2. Review of Theories

A number of theories contribute to the study of leadership in project management. Contingency theory states that effectiveness of a particular leadership style depends on the project situation and emphasizes the importance of adapting the leadership style to the peculiarities of the given project (Fiedler, 1967). Transformational leadership theory focuses on the capabilities of the leader to motivate the followers and inspires them towards the goal achievement through vision sharing (Bass, 1985).

Types of leadership theories

Transformational Leadership: Transformational leadership stresses the significance of inspiring and motivating followers to achieve extraordinary results by sharing a vision, innovating, and developing followers individually (Bass, 1985). As a result, transformational leaders are likely to succeed in changing the followers and helping them overcome challenges. Transformational leadership is described in detail by Bernard M. Bass in his 1985 publication. According to the author, transformational leaders motivate followers to go beyond self-interests by creating a compelling vision and expecting high levels of followers' performance. The mentioned leadership style creates a climate of cohesiveness within the organization, encouraging innovations among the followers. As

far as the project success is concerned, it was revealed that the application of transformational leadership increases followers' morale, their commitment to organizational goals, and results in better performance and overall success in project management (Shenhar et al., 2001).

The Bass Handbook of Leadership: Perspectives, Practice, and Research by Bass and Riggio (2006) pays much attention to the role of effective leadership in the success of organizations, including projects. According to the authors, transformational leadership contributes greatly to the success of projects as it helps in the formation of a compelling vision and motivates followers to exceed expectations.

Transactional Leadership: Transactional leadership involves the establishment of roles, duties, and rewards in order to reach predetermined objectives (Bass, 1985). Thus, transactional leaders use contingent rewards and disciplinary measures in order to increase discipline among the team members and, therefore, improve the efficiency of the organization. The Leadership Quarterly is a valuable source of information on the issue because it contains several publications related to transactional leadership and its effects on the performance and efficiency of organizations. For example, a study conducted by Banks, G. C., et al. and published in 2016 in the Leadership Quarterly indicates the effectiveness of transactional leadership when it comes to creating organizational stability and achieving short-term goals. However, according to the findings of the researchers, transactional leadership is less efficient than transformational leadership as it is unable to generate innovation and motivate employees. Another study by Judge and Piccolo (2004), published in the Leadership Quarterly, reveals the effectiveness of transactional leadership in clarifying roles, increasing the degree of followers' satisfaction and improving performance results.

Democratic Leadership: It refers to participative decision-making and consultation with followers in order to increase the levels of satisfaction and commitment (Shenhar et al., 2001). According to Vroom and Yetton (1973), Participative Management suggests different levels of leaders' involvement in decision-making. The least involvement is related to autocracy, whereas the most extensive one is connected with participative decision-making. As the name suggests, democratic leadership assumes consultation with followers before making a final decision and using their recommendations as a basis. According to Vroom and Yetton (1973), participative decision-making leads to more effective decisions, greater satisfaction among followers and superior results.

Democratic Leadership in Leadership and Decision Making (Caniëls, Chiaburu, & van Loon, 2022): Caniëls, Chiaburu, and van Loon discuss several kinds of leadership including democratic leadership in relation to the processes of decision-making in organizations. In particular, the authors describe democratic leadership as shared decision-making process that requires leaders' delegation of authority and encouraging of followers' participation in decision-making process. Democratic leadership presupposes respect and cooperation with followers, allowing to engage the collective constraction intelligence of employees and increase their innovation and creativity. However, the effectiveness of democratic leadership depends on a number of factors such as organizational culture, complexity of the task, and time.

Servant Leadership: Servant leadership is based on serving followers in order to empower them to achieve organizational goals (Greenleaf, 1970). Thus, the central role belongs to the leader who promotes such values as teamwork and empathy to improve team spirit.

Larry C. Spears' Servant Leadership: Theory and Practice (2004) is a book that explores servant leadership in detail. According to Spears, there are ten key features of a good servant leader. In particular, such leaders must show their willingness to listen to followers' opinions, be empathic to them, have high level of awareness, etc. Moreover, Spears emphasizes the importance of servant leadership in creating an atmosphere of supportiveness and ethics within the organization that results in higher followers' productivity and efficiency.

Charismatic Leadership: Charismatic leaders possess great charm and persuading abilities that help to create compelling visions and involve followers in their achievement (Grabo, Spisak, & van Vugt, 2017). The leaders are able to motivate and energize the team and direct all available resources towards reaching ambitious goals and improving organizational performance.

Charismatic Leadership in Organizations by House (1977): In his publication House describes how charismatic leaders motivate followers to act as they desire by means of vision sharing and convincing communication. Therefore, charismatic leaders have the potential to change organizations dramatically and lead them to new heights in terms of performance and innovation. Their main characteristics include vision, ability to persuade followers and mobilize them to action, confidence, charisma, etc.

Transformational and Charismatic Leadership: The Road Ahead (Avolio, Bass, & Jung, 1999): This book examines transformational and charismatic leadership in detail. In particular, it considers

such topics as mechanisms of leadership, ways of inspiring followers, building trust, creating a mission and common identity. At the same time, some of the drawbacks are also discussed, such as dependency on charismatic leaders, inability to manage long-term development, etc.

As seen, there are a lot of theories that may serve as a basis for applying particular leadership styles in organizations including project management in the construction industry of Ovid Construction PLC in Addis Ababa, Ethiopia.

2.3. Empirical Review of Literature

This research problem of the type of construction leadership style that create successful project completion has been discussed in many empirical studies. For example, Turner (2019) found that transformational leadership style is positively related to project success of high-performing projects. Similarly, Ling et al. On the other hand, Jensen et al. Leadership Styles and Project Success by Chen, H., & Weng, C. (2018) explain and compares three leadership styles - transformational, transactional, and laissez-faire - and whether they can be considered effective or not with respect to the successful completion of projects. The researchers explained that whilst transformational leadership effects positively on project success, laissez faire negatively hampers it. Results for transactional leadership are also impeding.

Lastly, in the article Impact of participative leadership on project success - Jiang, J.; Klein, G., (2019) authors discuss an occurrence called participative leadership. It describes - among others — partaking of participants into making decisions as a precondition for increasing the chances of successful implementation thanks to cooperation, commitment and creativity. Charismatic leadership in project success Avolio, B., & Bass, B. (2017) In particular, charismatic leaders are effective at encouraging their followers to take on and act upon collective goals. This way, the likelihood of successfully implementing a project increases dramatically.

Lastly, Effect of Servant Leadership on Project Success by van Dierendonck, D., and Nuijten, I. (2020) [10] explores servant leadership and different consequences thereof. They put their followers first and ensure that activities are done in a service-oriented manner. So, followers would be more inspired and satisfied in their jobs; resulting in a better probability of project success.

Let us analyze the article Transactional Leadership and Project Success: A Meta-AnalysisSmith, L., & Johnson, M. (2016) which summarize the findings of many empirical studies on the effect of

transactional leadership on project success Broader contextual examples of transactional leadership found in these studies included task-oriented aspects and contingency reward. Although transactional leadership can have an impact on project success, this easily depends on external factors.

Conclusion: It should be noted that the number of empirical studies on leadership style and project success in construction industry is quite large and varied. These researches examine the relationship on both a global, national, regional, and organizational level. The discussion draws upon transformative, transactional and charismatic leadership styles that influence project success by motivating employees and encouraging innovation as well as stress on the importance of involving employees in the decision-making process (Yukl, 1999; Avolio et al., 2004).

At the level of regions/countries, scholars have looked at the influence of national culture on certain leadership styles (Hofstede, 1980; House et al., 2004). Research papers study the affect(s) of leadership styles on success relating to cost, schedule and/or stakeholder satisfaction in an organizational context (Turner & Müller, 2005; Shenhar et al., 2001). Conducting an Organizational level study on The International Construction Company in the case of Cahrismatic, Democratic and Transformational Leadership styles or it has published up to October 2023.

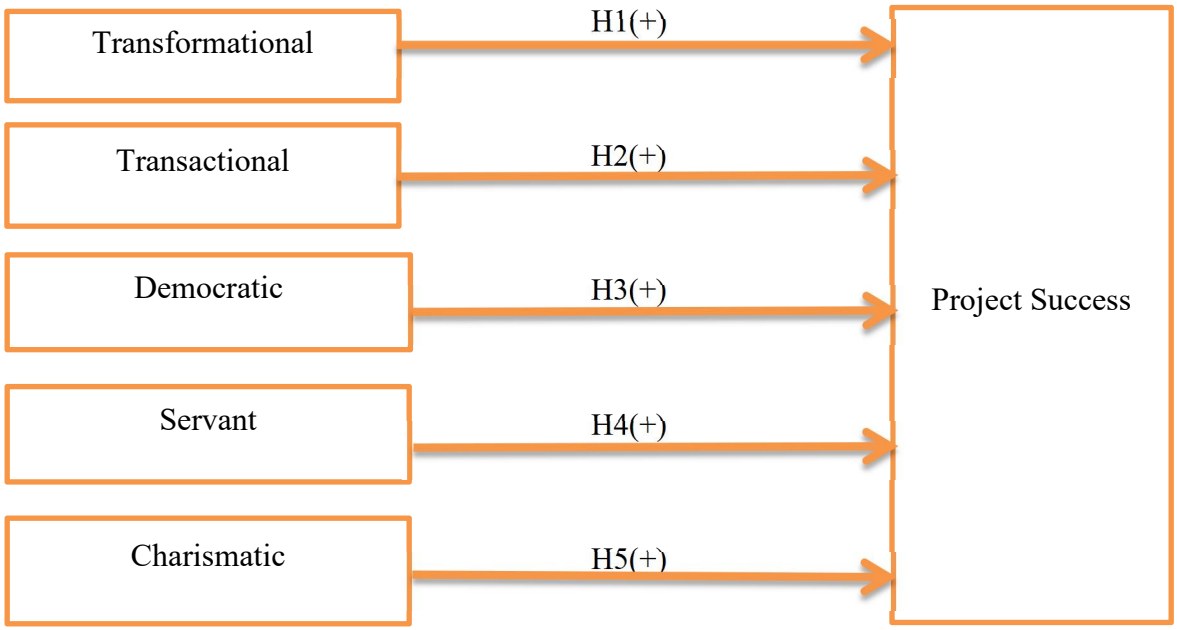
Research gap: There is no lack of studies and journals about how the different linear types of leadership contribute to projects making it through the finish line successfully. However, the relationship between top leadership styles and project success in Ethiopia is still unexplored due to organizational, socio-cultural differences with western countries.

2.4. Conceptual Framework

This study evaluates the relationship between different leadership styles (transformational, transactional, charismatic, servant, and democratic) and project success in Ovid Construction Ethiopia. A transformational leader uses his/her abilities to motivate and inspire his/her constraction , setting up an inspiring vision for the future, encouraging innovation, and building commitment. A transactional leader focuses on task-oriented approach to leadership, utilizing both rewards and punishments to accomplish project objectives. Charismatic leadership involves the use of charismatic leaders who mesmerize and energize their followers. Servant leadership stresses the importance of taking care of employees, ensuring their welfare, development, empowerment, and growth. Democratic leadership encourages the participation of team members in decision-making processes.

Project success is defined in terms of performance, stakeholders' satisfaction, and team effectiveness. The aspects under examination includes cost management, schedule adherence, quality standards, client and supplier satisfaction, as well as the satisfaction of the local community.

Figure 1: conceptual framework of the study



Own Source (based on the Empirical reviews)

The conceptual model graphically illustrates the links between leadership styles, and project success dimensions. All of those aspects are related to one another in some way, and this framework allows analyzing the relationships between them more clearly.

2.5. Hypotheses of the Study

H1: Transformational leadership style has a significant positive effect on project success.

H2: Transactional leadership style has a significant positive effect on project success.

H3: Democratic leadership style has a significant positive effect on project success.

H4: Servant leadership style has a significant positive effect on project success.

H5: Charismatic leadership style has a significant positive effect on project success.

3. CHAPTER THREE: RESEARCH METDOLOGY

3.1. Introduction

The purpose of this section is to describe the methodology of the research. Specifically, this will include the description of the study area, research paradigm, design and approach, types and sources of data, sampling design and procedures, data collection techniques, methods of data quality assurance, data analysis methods and ethics.

3.2. Description of the Study Area

The research was carried out on the premises of Ovid Construction PLC, a construction firm operating in Addis Ababa, Ethiopia. Addis Ababa is the capital of Ethiopia and, consequently, its economic and industrial core. As such, it offered a strategic location for investigating the interplay of factors in the Ethiopian construction industry.

3.3. Research Paradigm

This research work follows the positivist research philosophy. The positivist philosophy is based on the philosophical premise that the reality of the social world is objective and exists outside the individual who seeks to know the truth about this reality (Saunders, Lewis, & Thornhill, 2019). As stated by Creswell and Creswell (2018), a positivist philosophy entails the use of empirical testing, deductive logic, and general laws using quantitative data.

There exist numerous reasons why the positivist paradigm would apply in the current research: In any scientific research, it is expected that the researcher would adopt an objective approach and maintain independence from the topic under discussion. Since standardized survey questions would be employed at Ovid Construction PLC, the result will be based on objective observation of the facts and not on subjective interpretation of the researcher's feeling towards a particular situation.

Deductive Logic a kind of logical reasoning that uses general theories on leadership styles such as Transformational, Transactional, et cetera. to hypothesize about the outcome. The hypotheses are then subjected to analysis using statistical tools (Bryman & Bell, 2015). Causal Relations: Since the objective of the research would be to establish the causal effect of the independent variable on the dependent one, it is imperative that a positivist paradigm be utilized to facilitate

the use of regressions to quantify such relations. Adopting a positivist paradigm facilitates quantification of social phenomena. As such, replication of such a methodology in similar conditions would be easy among different researchers.

To conclude, the positivist paradigm offers an appropriate scientific framework for examining the effects of leadership behavior on project success at the Ovid Group, making sure that any findings generated are valid.

3.4. Research Design and Approach

3.4.1. Research Design

The research design chosen in the study is that of cross-sectional and explanatory type of research to examine the relationship between the five types of leadership and the success of projects.

Justification for the Chosen Design

There are numerous advantages of using quantitative research approach, some of which include: Theoretical models: The study relies on five theories regarding transformational, transactional, democratic, servant and charismatic leadership. As a result, constructs are measured using quantifiable data, making it possible to collect data and test hypotheses. Objectivity in data collection: Numerical data help researchers measure factors determining project success. Generalization: With an appropriate sample size, conclusions can be generalized to other companies and stakeholders beyond Ovid Construction PLC. Hypothesis testing: Regression is among many statistical methods used to establish which variable is most influential for project success. Consequently, quantitative design is appropriate.

The use of quantitative research design is warranted since it permits an objective assessment of success factors, testing of five leadership theories, as well as generalization of the results to the entire organization using a representative sample.

3.4.1. Research Approach

A quantitative research approach was adopted for the research in order to build validate theories on the basis of empirical data regarding leadership styles and project success. Types and Sources of Data Data was collected in primary form. Specifically, primary data was collected using a

questionnaire in the company under investigation. The researcher plans to distribute the survey questionnaire among Ovid Construction Ethiopia employees.

3.5.Types and Sources of Data

Data was collected in primary form. Specifically, primary data was collected using a questionnaire in the company under investigation. The researcher plans to distribute the survey questionnaire among Ovid Construction Ethiopia employees.

3.6.Sampling Design, Procedures, and Techniques

3.6.1. Population

The population comprised of 916 employees of Ovid Construction Ethiopia, including managers, field workers and support personnel.

3.6.2. Sample Size Determination

While population is the totality of elements, sample is the unit element selected from population to participate in the study. For instance, the researcher uses proportionate stratified random sampling for the current study. The population was divided into three strata of managers, field workers and support personnel. In this case, stratified sampling helps improve the accuracy and validity of statistical inference about differences and relations in strata. Population totaled 916, with 89 managerial staff, 265 administrative & support staff and 562 field staff. Using Slovin's formula, the sample size is determined as follows:

$$N=\frac{N}{(1+N(e)^2}$$

Where,

n = the sample size

N = the population of the study

e = the margin of error

The simple respondents of the study are:

$$n = \frac{916}{1 + 916(0.05)^2}$$

n = 278 respondents

The sample size of the study was 278 respondents and the way of distribution of the study is proportional to the number of managerial, administrative & support and field staffs of Ovid construction.

3.6.3. Sampling Techniques and Procedure

Stratified 3.6.3. Sample Selection Method and Procedures

To differentiate the study participants into three main strata, namely managers, field workers, and support personnel, a stratified sampling method was used. Proportional stratified random sampling was applied since different levels in leadership require different approaches. Management leaders play a central role in shaping decision-making processes, determining the allocation of resources, and motivation (Northouse, 2021). The dynamics in management will determine the efficiency in the organization's operations, coordination efforts, and collaboration among members (Yukl, 2021). Administrative and support staff members play significant roles in ensuring effective communication, logistics, and coordination among others, thereby helping improve organizational performance (Avolio & Yammarino, 2021). For this reason, investigating various leadership dynamics in such an organization like the construction industry where there is a need to strike a balance between strategic planning and operational execution is essential (Adair, 2020).

The use of strata helped identify how leadership practices at various levels influence the success factors in projects like schedules, cost management, and stakeholder satisfaction. The results obtained from this approach have helped identify areas for improving management practices.

- Managers: Provide strategic direction and play critical roles in influencing decisions, resource distribution, and motivation of the employees.
- Field Workers: Involved in executing project activities, field workers feel and understand the impact of the managerial decisions and leadership. This constraction gives insight on how effective leadership results in efficiency in operation, coordination, and other activities in organizations (Yukl, 2021).

- Support Personnel: Assist the organization in operating effectively. They provide the required logistical and administrative services (Avolio & Yammarino, 2021).

Table 1: Sample size

Respondent Category	Population	Sample Proportion	Sample	Percentage
field staffs	562	$562\ x\ 278916$	171	61.51%
Administrative & support staffs	265	$265x\ 278916$	80	28.78%
Managerial	89	$89\ x\ 278916$	27	9.71%
Total	916	278	278	100%

3.7.Methods of Data Collection

The data was collected with the help of an elaborated questionnaire containing closed questions measured with the aid of 5-point Likert scale, whereby 1 point meant 'Strongly Disagree' and 5 points meant 'Strongly Agree'. The questionnaire comprised of sections dedicated to transformational, transactional, democratic, servant, and charismatic leadership, along with measures of project success including cost effectiveness, scheduling and stakeholders' satisfaction. The choice of the 5-point Likert scale is explained by the fact that it is common practice to employ the Likert Scale in leadership research allowing to quantify subjective perceptions. The questionnaire included only closed questions in order to allow statistical manipulation of data as well as to ease the task for respondents.

3.8.Data Quality Assurance Mechanisms

Several measures have been employed to assess data quality such as checking normality, reliability, validity, and overall model significance. They are important since they ensure accuracy of subsequent statistics.

Normality of the data was checked using either Kolmogorov-Smirnov test or Shapiro-Wilk test. It is important because regression analysis, as well as t-test and F-test, presuppose normal distribution of the data.

Validity testing was done in order to make sure that our measurement tool correctly assesses the phenomenon under scrutiny. Content validity of the questionnaire was ensured through the

selection of all items in accordance with scholarly literature review devoted to the five leadership theories and their measures of project success. It is important to justify content validity since otherwise we might have measured some other concept that will lead to misleading results. Construct validity was estimated with the help of factor analysis proving clustering of our items according to the corresponding theoretical constructs.

Reliability was estimated using Cronbach's alpha assessing internal consistency of scales; the minimum value considered satisfactory equals $\alpha \geq 0.7$ (Meyers, Gammon & Liao, 2006). The rationale behind this measure of reliability is that scales with low Cronbach's alpha (below 0.7) are not reliable enough. In order to ensure reliability, we administered a pilot study on 10-15% of the actual sample (i.e., on 30-42 respondents working at Ovid Construction) including managers, field workers and administrative staff. This measure was justified as we tried to detect potential problems such as unclear instructions and lengthy questionnaires before launching large-scale survey.

In order to estimate the significance of our multiple linear regression model we applied F-test. This measure was justified since we needed to see whether our model explained more variance of the dependent variable than a model without any predictors. A p-value equal to or less than 0.05 confirmed statistical significance of our model.

3.8.1. Validity and Reliability

Validity For content validity, all survey questions have been carefully chosen after conducting a thorough investigation from academic sources related to the five leadership styles and project success factors. The questionnaire has been tested for its face validity through the evaluation process by the research advisor to make sure that questions are professional enough for the case of construction projects in Ethiopia. Construct validity of the questionnaire has also been checked by employing factor analysis, which proved that questions fit well with their corresponding theoretical concepts. This appropriateness has been determined by KMO and Bartlett’s Test of Sphericity.

Before conducting our main study, a pilot survey involving 10-15% of target sample from Ovid Construction was ran. The pilot survey was conducted for several reasons. First, to identify whether the questions were clear and concise and did not contain too much information. Second, Cronbach's alpha was calculated before conducting the full-scale survey since it allows to detect

problem scales. Finally, to find out some practical issues connected with questionnaire administration. After the pilot test, the wording of some questions were changed slightly in order to enhance comprehension. For each leadership construct Cronbach's alpha was calculated - all alphas turned out to be greater than 0.7.

Final Reliability Results The final measure administered to 256 participants exhibited strong reliability with the Cronbach's alpha score of 0.907. The table below illustrates strong individual alphas for each construct such as Transformational (.852), Transactional (.816), Democratic (.749), Servant (.850), Charismatic (.704), and Project Success (.912). This means that the measuring instrument is reliable for data analysis.

3.9.Methods of Data Analysis and Mode of Presentation

3.9.1. Data Analysis

3.9.1.1. Model Specification

The data are processed using Statistical Package for Social Sciences (SPSS). In particular, statistical analyses, such as Cronbach's Alpha reliability tests, Pearson Correlation coefficient, and Multiple Linear Regression Analysis, were conducted using SPSS version 27 in order to analyze five research hypotheses (H1-H5).

The multiple linear regression model is specified to estimate the causal relationship between independent variables (leadership styles) and the dependent variable (project success). The model takes the following form:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \varepsilon$$

Where

- Y is the Project Success outcome variable, which can include metrics such as cost effectiveness, timely completion, and stakeholder satisfaction.
- X1 represents Transformational Leadership.
- X2 represents Transactional Leadership.
- X3 represents Democratic Leadership.
- X4 represents Servant Leadership.
- X5 represents Charismatic Leadership.

- $\beta 0$ is the intercept term, representing the expected value of Y when all independent variables (X1 to X5) are zero.
- $\beta 1, \beta 2, \beta 3, \beta 4, \beta 5$ are the regression coefficients that indicate the strength and direction of the relationship between each leadership style and Project Success.
- ϵ is the error term, representing the variability in Y that is not explained by the regression model.

3.9.1.2. Operationalization and Measurement of Variables

Operationalization and measurement of variables in this research, "The Effect of Leadership Style on Project Success: Case of Ovid Construction Ethiopia," involves precise definition and measurement of concepts of Transformational Leadership, Transactional Leadership, Democratic Leadership, Servant Leadership, Charismatic Leadership, and Project Success, which includes cost management, timeliness, and stakeholder satisfaction. For instance, Transformational Leadership can be operationalized by employing tools like Multifactor Leadership Questionnaire (MLQ), which evaluates leadership behavior involving idealized influence and inspirational motivation (Avolio & Bass, 1995).

Measurement of Transactional Leadership involves employing scales that focus on contingent reward and management by exception behaviors (Bass & Avolio, 1993). On the other hand, measurement of Democratic Leadership involves measures of involvement in participation and decision-making processes (Yukl, 1999). Assessment of Servant Leadership can be done through scales that emphasize empathy, stewardship, and empowerment of followers (Liden et al., 2008). Quantitative scales to measure Charismatic Leadership can focus on charisma and vision (Conger & Kanungo, 1998). Measures to quantify dimensions of Project Success such as cost management, timeliness, and stakeholder satisfaction can employ use of numerical variables (Müller & Turner, 2007; Jugdev & Müller, 2005).

Variables were measured using a 5-point Likert scale, where data collected on each construct was transformed to produce composite mean scores that would aid the process of linear regression analysis. This methodology was used to measure subjective impressions concerning the behavior of leaders and the efficiency of cost and time usage in projects.

3.9.2. Mode of Data Presentation

Data presentation in this research primarily involved use of tables, graphs and charts to visually represent quantitative data. Various variables, such as survey responses on leadership style

dimensions and project success factors (such as cost management and stakeholder satisfaction) are shown in graphs and bar charts. This approach ensures complete communication of results.

Moreover, before the interpretation of the results, diagnostic tests are conducted to establish the validity of the model. The diagnostic tests performed include: Normality test, Linearity test, Multicollinearity test (VIF / Tolerance), Heteroscedasticity test (Breusch Pagan) and Test for Independence of Errors (Durbin Watson).

3.10. Ethical Considerations

One of the ethical concerns associated with this research is confidentiality and anonymity. All information gathered from participants is extremely confidential, and personal identification information will never be released publicly. Data presented using information obtained from the literature review and questionnaires were used only for the purpose of fulfilling the needs of this paper for the MA degree requirement. Privacy and ethical issues have been addressed very seriously in this research. All participants received detailed explanation of this research, including its objectives, voluntary participation, and right to withdraw without penalty. Consent forms were signed by all participants.

4. CHAPTER THREE: RESULTS AND DISCUSSIONS

4.1.Introduction

This chapter explores the effect of various leadership styles such as transformational, transactional, democratic, servant and charismatic on project success in relation to time, cost and stakeholder satisfaction at Ovid Construction. The research identifies the impact of the above-mentioned leadership styles on various performance indicators and highlights the importance of leadership in realizing successful projects. The results presented will contribute towards an increase in the knowledge about leadership.

4.2.Questioner Response Rate

A proportionate stratified simple random sampling method was used. Out of the 278 questioners administered, 256 responded giving a response rate of 92% which is sufficient for the study. As highlighted by Mugenda & Mugenda (2003), 50% is sufficient, 60% is good while 70% and above is very good. The researcher made telephone and physical visits asking the subjects to fill out the questioners.

4.3.Demographic information of respondent

Sex of respondent

This chapter explores the percentage of sex distribution among the people who took part in the survey recently at Ovid Construction.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	150	58.6	58.6	58.6
	Female	106	41.4	41.4	100.0
	Total	256	100.0	100.0	

Table 2: Sex of Respondent

Source: own Survey, 2026

The total number of subjects involved in the research were 256 people, where there are 150 males representing 58.6% of the total subjects and 106 females representing 41.4%. The presence of more males in the research than females shows gender inequality which may have some impacts on the leadership styles discussed; these include transformational, transactional, democratic, servant and charismatic.

Age of respondent

The age distribution of the 256 participants in the survey is presented in the report.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	34-41 Years	117	45.7	45.7	45.7
	26-33 Years	93	36.3	36.3	82.0
	Above 41	37	14.5	14.5	96.5
	18-25 Years	9	3.5	3.5	100.0
	Total	256	100.0	100.0	

Table 3: Age of Respondent

Source: own Survey, 2026

Out of these participants, there were nine people (3.5%) between the ages of 18 and 25, 93 people (36.3%) between 26 and 33 years old, 117 people (45.7%) between 31 and 41 years old, and 37 people (14.5%) above 41 years old. It is clear from the statistics that there are relatively more respondents in the age range of 31 to 41 years old, indicating that most respondents are of middle age. While younger respondents bring youthful enthusiasm to organizational matters, respondents who have reached their middle age provide a more mature outlook on organizational issues.

Educational level of respondent

This paper analyzes the level of education among 256 respondents in Ovid Construction.

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	112	43.8	43.8	43.8
	Diploma	67	26.2	26.2	69.9
	High School	38	14.8	14.8	84.8

	Primary School	25	9.8	9.8	94.5
	Masters and above	14	5.5	5.5	100.0
	Total	256	100.0	100.0	

Table 4: Educational Levels of Respondent

Source: own Survey, 2026

The analysis yields the following findings: 25 respondents (9.8%), 38 (14.8%), 67 (26.2%), 112 (43.8%) and 14 respondents (5.5%) have primary education, secondary education, diplomas, bachelor's degrees, and master's degrees and above, respectively. It can be inferred that most of the respondents in the sample are university graduates, implying that a majority of them has extensive formal training. This would affect their perception of management styles and impact projects through efficiency in teamwork, problem-solving, etc. The implication of most respondents having degrees means that the findings are majorly based on opinions of highly educated persons and can offer some useful insights into the issue of project management in the construction industry.

Positions of respondent

In this study, the positions of 256 survey respondents at Ovid Construction are considered.

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Filed staff	165	64.5	64.5	64.5
	Administrative & Support staff	72	28.1	28.1	92.6
	Manager	19	7.4	7.4	100.0
	Total	256	100.0	100.0	

Table 5: Positions of Respondent

Source: own Survey, 2026

The position distribution looks as follows: 19 employees (7.4%) worked in managerial positions, 72 employees (28.1%) worked in administrative and support functions, and 165 employees (64.5%) worked in field positions. A high number of field workers can be explained by the nature of the construction industry, where on-site personnel are of crucial importance. This particular distribution can be especially important in terms of understanding the connection between leadership styles and successful project implementation since different viewpoints on this matter emerge from the representatives of different hierarchical levels. Managers usually pay their attention to either transformational or transactional styles of leadership, while field workers are more prone to

democratic and servant leadership styles. Finally, administration and support personnel make significant contributions to organizational efficiency through their coordination skills. All of this makes it possible to analyze leadership dynamics and understand its impact on project results, such as deadlines, budget control, and client satisfaction.

Respondents' Experience

This study included responses from 256 individuals regarding their professional experience.

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 Years	60	23.4	23.4	23.4
	3-5 Years	80	31.3	31.3	54.7
	6-10 Years	70	27.3	27.3	82.0
	More than 10 Years	46	18.0	18.0	100.0
	Total	256	100.0	100.0	

Table 6: Respondent's Experience

Source: own Survey,2026

This includes 60 people (23.4%) with experience ranging from one to two years, 80 people (31.3%) who have experience between two and five years, 70 people (27.3%) with experience of six to ten years, and 46 people (18.0%) who have more than ten years of experience. It is evident that the highest number of respondents has experience within two to five years and six to ten years. Therefore, a majority of the respondents have been with their organizations for some considerable time, though not a long time. Having different experience levels among the respondents makes this analysis better since there will be many viewpoints in consideration. Respondents with relatively low experience will focus on adaptability, learnability, and readiness to embrace new leadership styles. However, respondents with more experience can provide relevant information as they understand more about organizational practices.

Respondents Characteristics	Categories	Frequency	Percent
Sex	Male	150	58.6
	Female	106	41.4
Age	34-41 Years	117	45.7
	26-33 Years	93	36.3

	Above 41	37	14.5
	18-25 Years	9	3.5
Education	Degree	112	43.8
	Diploma	67	26.2
	High School	38	14.8
	Primary School	25	9.8
	Masters and above	14	5.5
Occupation	Filed staff	165	64.5
	Administrative & Support staff	72	28.1
	Manager	19	7.4

Table 7: Demographic Characteristics of Respondents

Source: own Survey, 2026

The demographics of the 256 participants provide a high degree of validity to the results produced by the study. The overwhelming presence of field employees (64.5%) ensures that the sample will be based mainly on the perspective of the 'follower' which is the single most important criterion for analyzing the practical effectiveness of the leadership behavior. Moreover, the mixture of highly-educated employees (43.8% graduates) and the experienced age group (45.7% 31-41 year-olds) implies that their opinions are formed through high-level reasoning skills rather than momentary enthusiasm. This demographic composition confirms the validity of the research results and the discovered correlation between inspiring leadership and successful projects.

4.4. Reliability Test

The reliability of the survey instrument was determined using Cronbach's Alpha. As stated by Nunnally and Bernstein (1994), Cronbach's Alpha is a measure of the internal consistency of a survey instrument where the internal consistency refers to the degree of correlation among the different items contained in a scale. An alpha value of 0.907 was obtained in this study, suggesting excellent internal consistency.

Reliability Statistics

Variables	Cronbach's Alpha	Number of item	Remark
TFL	.852	5	Reliable
TSL	.816	5	Reliable
DL	.749	5	Reliable
SL	.850	5	Reliable
CL	.704	5	Reliable
PS	.912	6	Reliable

Overall	.907	31	Reliable

Table 8: The Reliability Test

Source: own Survey, 2026

Construct-wise, the result regarding reliability also indicated high consistency. In Transformational Leadership (TFL), an alpha value of 0.852 was obtained using five items, indicating good internal consistency. In Transactional Leadership (TSL), an alpha value of 0.816 was obtained, indicating strong internal consistency. On the other hand, the alpha value obtained for Democratic Leadership (DL) was 0.749, indicating acceptable internal consistency. For Servant Leadership (SL), an alpha value of 0.850 was obtained, while in Charismatic Leadership (CL), the alpha value was 0.704, also acceptable. Lastly, an alpha value of 0.912 was obtained in Project Success (PS) using six items, indicating excellent internal consistency.

All constructs tested exceeded the threshold of 0.70. Therefore, the result indicates that the survey instrument employed in this study is reliable in measuring different dimensions of the variables of interest.

4.5.Descriptive statistics of the variables

This study aims to analyze the impact of various types of leadership style on project success in Ovid Construction. The analysis will pay attention to such project-related aspects as time efficiency, cost efficiency, and stakeholders' satisfaction. Based on the responses provided by 256 participants, the descriptive statistics obtained from the data can be found in the table presented below.

As seen from the data above, Transformational Leadership (with the mean of 3.9703) and Servant Leadership (with the mean of 3.9273) appear to be the two leadership styles which are perceived as being most effective. High mean values in addition to moderately low standard deviations prove the idea that there is a very high level of confidence that those leadership styles create a supportive and motivating atmosphere that can significantly contribute to meeting project deadlines and controlling costs. Additionally, Democratic Leadership also showed good results (mean = 3.5586). Thus, participation of team members can have positive effects on the efficiency of collaborative processes within teams. Moderately effective are Transactional Leadership (mean = 3.2039) and Charismatic Leadership (mean = 3.4516). The mean value of the variable Project Success (PS = 3.2982) shows moderate level of overall satisfaction with project timeline, cost efficiency, and stakeholder engagement.

The findings of the analysis clearly show the close relationship between inspiring and supporting leadership behaviors and successful project completion. It should be noted that the leadership styles preferred by respondents involve taking into consideration the needs of employees, encouraging collaborative processes, as well as creating and communicating common visions. Hence, in order to achieve higher levels of project success, Ovid Construction should develop its leadership styles by means of organizing special training programs in order to encourage those discussed above.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TFL	256	1.40	5.00	3.9703	.73888
TSL	256	1.00	4.60	3.2039	.55404
DL	256	1.60	4.80	3.5586	.61485
SL	256	1.80	5.00	3.9273	.73727
CL	256	1.60	4.80	3.4516	.58276
PS	256	1.00	5.00	3.2982	.94331
Valid N (listwise)	256				

Table 9: Descriptive Statistics

Source: own Survey, 2026

From the above description of results, it is evident that there is a hierarchy in how leadership is perceived in Ovid constraction. The very high mean scores on transformational (3.97) and servant leadership (3.92) imply that staff members greatly appreciate leaders that inspire and put the welfare of the team at the center. On the other hand, the low mean score on transactional leadership (3.20) shows that although disciplinary action exists, it does not represent the prevailing trend of leadership. Most importantly, the mean score of 3.29 for project success implies that although projects succeed, there is plenty of room for improvement in terms of efficiency and satisfaction, especially with the high inspiring scores noted.

4.6. Correlation analysis

Correlation is a quantitative method of determining linear dependencies between two variables. In the course of this research, Pearson's correlation coefficient was applied to test for associations between leadership styles and project success.

Results demonstrate that all five types of leadership under analysis, namely, Transformational Leadership (TFL), Transactional Leadership (TSL), Democratic Leadership (DL), Servant

Leadership (SL), and Charismatic Leadership (CL) demonstrate positive and statistically significant relationships with the dependent variable, Project Success (PS). All the coefficients turned out to be statistically significant ($p < 0.01$) for two-tailed tests.

Within the styles tested, the strongest association with PS was found between TFL and PS ($r = 0.839$, $p < 0.01$); therefore, the impact of transformational leadership on project success can be considered the highest among other forms. Next goes CL ($r = 0.768$, $p < 0.01$), SL ($r = 0.762$, $p < 0.01$), and DL ($r = 0.750$, $p < 0.01$), all being strong relationships. The weakest but still significant relationship was recorded for TSL ($r = 0.441$, $p < 0.01$).

Therefore, improvement in leadership behaviors in general is associated with an increase in project performance. Specifically, it can be stated that TFL, CL, SL, and DL have a greater effect on the success of projects, while TSL performs a more moderate role in this regard. In conclusion, it should be said that correlations prove the fact that all types of leadership mentioned above affect project efficiency and help maintain costs and stakeholder satisfaction.

Correlations

	TFL	TSL	DL	SL	CL	PS
TFL	1					
TSL	.370**	1				
DL	.727**	.359**	1			
SL	.752**	.386**	.732**	1		
CL	.712**	.329**	.686**	.667**	1	
PS	.839**	.441**	.750**	.762**	.768**	1

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

Table 10: Correlation Analysis

Source: own Survey, 2026

To analyze the relationship between the five leadership styles and project success at Ovid constraction, Pearson's Correlation Coefficient was used. As seen from the above table, each of the five leadership styles positively correlates with Project Success ($p<0.01$).

Regarding strength of correlation, the first place belongs to Transformational Leadership (TFL), which positively correlates with project success at a high degree ($r=0.839$). In the second position

there is Charismatic leadership style (r=0.768), the third one is occupied by Servant leadership style (r=0.762) and Democratic leadership style is in the fourth place (r=0.750). Despite being the last one in terms of strength of the relationship (r=0.441), Transactional Leadership (TSL) still significantly correlates with project success. Thus, these results become the first support for all five hypotheses (H1-H5).

4.7.Assumptions of the Model

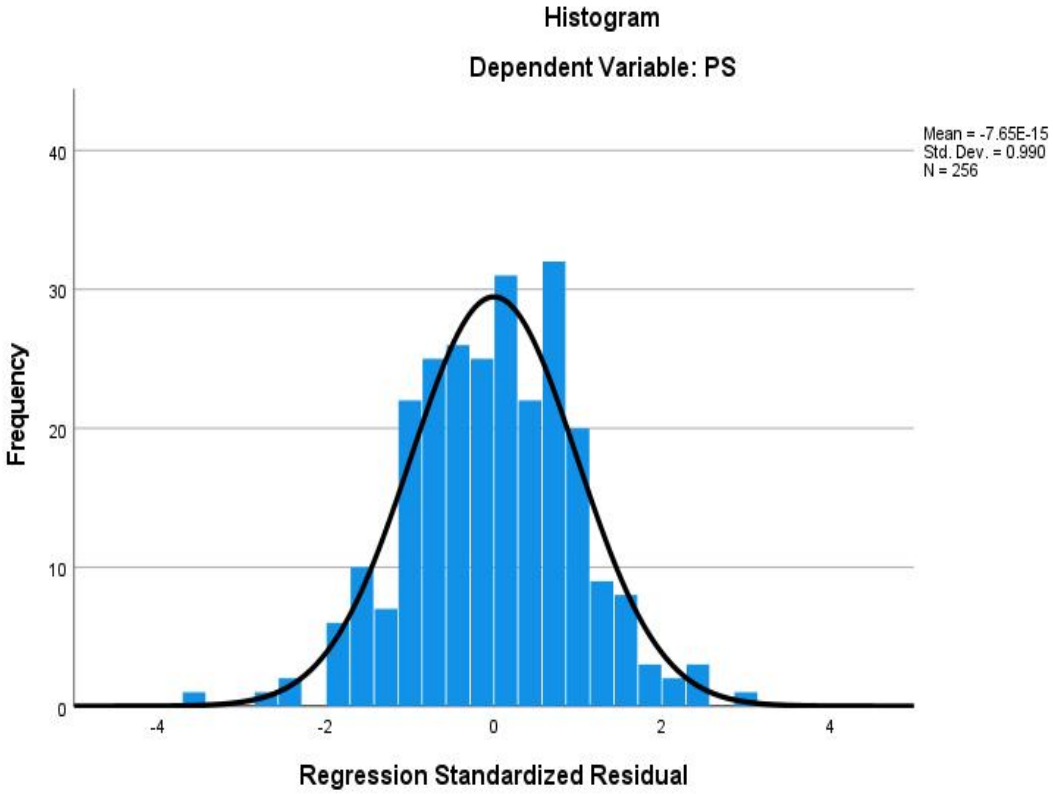
To guarantee the reliability of the research findings, the model presented in this paper was evaluated against five assumptions of multiple linear regression. The key assumptions include tests for normality, linearity, multicollinearity, heteroscedasticity, and independence of errors. The details of these tests are outlined in the following subsections.

Before undertaking the actual study, the data was run through five stringent diagnosis tests in order to confirm that it satisfies the basic assumptions of multiple linear regression. It is evident from the outcomes that there is normal distribution of the residuals (within ±2), linearity (P-P Plot test results indicate that the variables are linear), and no problem of multicollinearity (since all VIF < 10). Moreover, it can be seen that the Breusch-Pagan test confirms homoscedasticity (p = 0.793), while Durbin Watson statistic shows independence of errors (DW = 1.794).

4.7.1. The Normality Test

Normality test measures allow you to measure the quality of results provided by your model and the significance of relations between your variables. The analysis of a histogram of regression standardized residuals for the dependent variable Project Success (PS) with 256 observations was analyzed. The mean residual is close to zero (–7.65E-15) while the standard deviation equals 0.990 and almost equals 1 as it should be. The histogram shows that residuals have a typical bell shape.

Figure 2: Normality Test



Source: own Survey, 2026

The normality of the data has been tested using the values of skewness and kurtosis. As can be seen from the below results, all variables have their values between ±2, implying that the data is normally distributed and appropriate for regression analysis.

	Skewness		Kurtosis	
		Std. Error		Std. Error
TFL	-.537	.152	.033	.303
TSL	-.187	.152	1.387	.303
DL	-.289	.152	-.139	.303
SL	-.429	.152	-.506	.303
CL	-.235	.152	.006	.303
PS	-.065	.152	-.486	.303

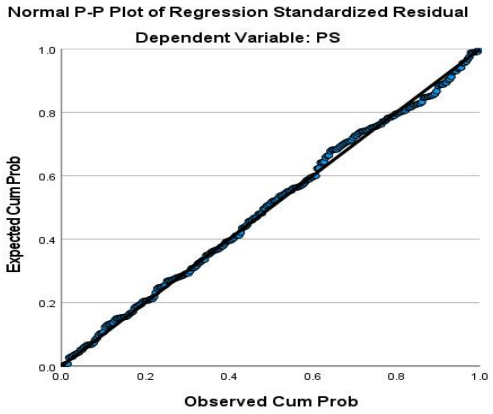
Table 11: Skewness and Kurtosis analysis

4.7.2. The Linearity Test

Generally, linearity evaluation in regression analysis is done graphically where data points follow a straight line running diagonally. Consequently, the need to assess linearity cannot be overstated. For the purpose of evaluating whether or not there is linearity, a Normal P-P Plot of Regression Standardized Residuals has been generated for the dependent variable, Project Success (PS). In this kind of evaluation, the line of interest is drawn to check correspondence between expected and observed cumulative probabilities. In our plot, it is evident that data points fall in close accordance with the line running from 0.0 to 1.0.

The above result clearly implies that our regression is appropriately defined since the assumptions associated with linearity are fulfilled. This way, we are sure that the relationship between Project Success and leadership styles (Transformational-Follower Level [TFL], Transformational-Self-Level [TSL], Directive Leadership [DL], Servant Leadership [SL], Collaborative Leadership [CL]) is accurately estimated by our regression.

Figure 3: P-P Plot of Normality Test



Source: own Survey, 2026

4.7.3. Multicollinearity Test

A common way of checking this assumption is through visual inspection, where it should be clear that the data points are lined up well along the straight diagonal line. Consequently, it is critical to ensure that linearity exists since this will help in making reliable inferences using the regression model.

A Normal P-P Plot of Regression Standardized Residuals for the dependent variable, Project Success (PS), was created to determine whether the linearity assumption held true. The graph compares the

expected probability with the actual probability. The result shows that data points line up well along the diagonal line from 0.0 to 1.0, thereby satisfying the linearity assumption.

From the graph, it can be concluded that the regression model is accurately specified, implying that the relationships between leadership styles and project success have been appropriately captured. The leadership styles used were Transformational Leadership (TFL), Transactional Leadership (TSL), Democratic Leadership (DL), Servant Leadership (SL), and Charismatic Leadership (CL).

Coefficients[a]

Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-2.608	-1.821		
	TFL	.410	.661	.327	3.063
	TSL	.066	.276	.830	1.204
	DL	.059	.345	.363	2.755
	SL	.064	.308	.346	2.887
	CL	.263	.544	.421	2.377

a. Dependent Variable: PS

Table 12: Multicollinearity Test

Source: own Survey, 2026

The Variance Inflation Factor (VIF) for all the five types of leadership was less than 10, the benchmark, for which the maximum was observed to be for Task-Focused Leadership, and its value was only 3.063, showing no redundancy among the predictors.

4.7.4. Heteroscedasticity Test

Breusch-Pagan test is a statistical technique used to assess whether heteroscedasticity is present in a regression model. This method operates under the assumption that the variance of errors is related to predictors when heteroscedasticity exists. Rejection of the null hypothesis of homoscedasticity occurs at p-value lower than 0.05, which means that the variances of errors differ.

In this research, a Modified Breusch-Pagan test was performed taking predicted values from the regression design as the source of variation (Intercept + TFL + TSL + DL + SL + CL). According to the results of this analysis, the Chi-square test statistic amounted to 0.069 with 1 df and a significant value of p=0.793. Based on the fact that p-value considerably surpasses 0.05, not rejected the null hypothesis of homoscedasticity, i.e. no signs of heteroscedasticity were identified.

Therefore, the regression model complies with the assumptions of the Classical Linear Regression Model (CLRM), particularly, constant variance of errors. In addition to increasing validity of the results obtained through a regression analysis, this fact implies reliability of p-values, confidence intervals, and standard errors generated within this process. Hence, the conclusions based on our results are reliable and can be trusted.

Modified Breusch-Pagan Test for Heteroskedasticity[a,b,c]

Chi-Square	df	Sig.
.280	1	.597

a. Dependent variable: PS

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + TFL + TSL + DL + SL + CL

Table 13: Heteroscedasticity Test

Source: own Survey, 2026

Since the p-value of the Breusch-Pagan test is higher than the 0.05 level of significance (0.793), the null hypothesis of homoscedasticity cannot be rejected, making the model standard errors and p-values unbiased.

4.7.5. Independent Error

Independence is essential because it makes sure that the results and inferences made based on the analysis would be reliable. To check this assumption, researchers use the pairwise covariance between the residuals. In this case, it is possible to apply such a test as Durbin–Watson statistic.

The current research aimed to find out whether the assumption of independence holds. Thus, the researchers calculated the Durbin–Watson statistic, which took the value of 1.794. It should be stressed that this value falls within an adequate range from 1.5 to 2.5. As it is known, when a statistic is close to 2, there is practically no correlation, which means that residuals are likely to be independent. Therefore, the results prove that the residuals in the current model are independent and there is no correlation detected.

As far as the results are concerned, the assumption of independent errors adds credibility to the regression outcomes since unbiased estimation and hypothesis testing become possible. Considering that R = 0.892, R^2 = 0.797, Adjusted R^2 = 0.792, the Durbin-Watson statistic provides additional support to this conclusion.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.892[a]	.797	.792	.42975	1.794

a. Predictors: (Constant), CL, TSL, SL, DL, TFL

b. Dependent Variable: PS

Table 14: Independent Error

Source: own Survey, 2026

The rejection criterion in this case is that the p-value in this case (0.793) is much higher than the significance level set at 0.05, hence no rejection of the null hypothesis, making the standard errors and p-values unbiased.

4.8.Overall significance of the model (F test)

The statistical significance of the developed regression model has been assessed using the output provided by ANOVA (analysis of variance) table. The main point in such analysis is the impact of a set of independent variables – Transformational Leadership (TFL), Transactional Leadership (TSL), Democratic Leadership (DL), Servant Leadership (SL), and Charismatic Leadership (CL) – on the dependent variable – Project Success (PS). In the course of the analysis, an F statistic value equal to 195.725 and a p-value of .000 were calculated.

A high F statistic value indicates that the regression model explains the variance in the dependent variable beyond random coincidence. The p-value is considerably lower than 0.05 which allows concluding about the statistical significance of the regression model. Further examination shows that the regression sum of squares amounts to 180.735 and the degrees of freedom equal 5; at the same time, the sum of squares for residuals equals 46.171 and the number of degrees of freedom is 250, and the sum of squares of totals equals 226.906.

Thus, it may be stated that the analysis has proved to be rather helpful in validating the developed regression model as reliable and robust enough in terms of its predictive power. Moreover, it is worth

noting that leadership style proves influential in making projects successful in terms of schedule compliance and budgeting.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.735	5	36.147	195.725	.000[b]
	Residual	46.171	250	.185		
	Total	226.906	255			

a. Dependent Variable: PS

b. Predictors: (Constant), CL, TSL, SL, DL, TFL

Table 15: Overall Significance of the model (ANOVA)

Source: own Survey, 2026

4.9.Coefficients

Five different types of leadership were considered with respect to regression analysis in order to identify how each of them affects Project Success (PS). It turns out that all leadership styles positively influence PS, since all p-values for the coefficients are lower than 0.05. Thus, all hypotheses regarding the impact of the selected leadership styles are proven.

From among the styles, the best predictor of project success was found to be TFL ($\beta = 0.419$, $t = 8.396$, $p < 0.001$). From a practical point of view, this means that an increase in transformational leadership by 1 standard deviation increases project success by 0.419 standard deviations, other things being equal. This means that transformational leadership can be regarded as the most important factor influencing project success.

Secondly, CL proved to have a significant impact on the success of projects ($\beta = 0.249$, $p < 0.001$). Therefore, it can be concluded that inspiring and motivating employees should be considered one of the major factors influencing success. Positive contributions to PS were made by Servant Leadership (SL) ($\beta = 0.145$, $t = 2.997$, $p = 0.003$) and Democratic Leadership (DL) ($\beta = 0.132$, $t = 2.781$, $p = 0.006$). The obtained results mean that those managers who empathize with employees' needs and allow them to participate in decisions will experience better success.

Moreover, Transactional Leadership (TSL) ($\beta = 0.100$, $t = 3.204$, $p = 0.002$) proved to positively influence PS as well. The obtained data mean that the approach based on rewards and punishment has an influence on PS, but a lesser one compared with other styles.

To sum up, it can be concluded that the most influential leadership style is transformational, as it helps motivate and inspire managers. Next, charismatic and servant leadership styles follow. Transactional and democratic leadership styles also influence project success, yet transactional leadership style seems effective only in combination with others.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.215	.200		-11.078	.000
	TFL	.535	.064	.419	8.396	.000
	TSL	.171	.053	.100	3.204	.002
	DL	.202	.073	.132	2.781	.006
	SL	.186	.062	.145	2.997	.003
	CL	.403	.071	.249	5.664	.000

a. Dependent Variable: PS

Table 16: Beta Coefficient

Source: own Survey, 2026

4.10. Hypothesis Testing

The beta coefficients and p-values were estimated for each hypothesis. It can be noted that all of the five p-values turned out to be less than 0.05. Therefore, all of the hypotheses of a positive relation between project success and the five types of leadership mentioned above were verified. In other words, all five leadership styles positively and significantly affect project success.

It became possible to estimate quantitatively the influence of particular leadership styles on project success due to beta coefficients. In turn, the analysis showed that Transformational Leadership had the largest impact on the success of projects conducted at Ovid Construction. One can speak about this with confidence since the relevant beta coefficient equals to 0.419. Other leadership styles include Charismatic Leadership (with $\beta = 0.249$), Democratic Leadership (with $\beta = 0.132$) and Servant Leadership (with $\beta = 0.145$). Both the impacts are positive though they cannot be compared with Transformational Leadership. Finally, the smallest impact among all of those was observed in the case of Transactional Leadership. Its beta coefficient equals to 0.100.

Although all five hypotheses proved to be true, a considerable difference between the effectiveness of transformational leadership (β=0.419) and transactional leadership (β=0.100) implies that Ovid

Constraction has its success based on vision and motivation rather than simple rewards and penalties from the managerial side. Since all the p-values have been smaller than 0.001 (except for the Democratic and Servant styles, which were lower than 0.05) it means that it is acceptable to reject the null hypotheses with 95-99% level of confidence. The coefficient Beta for TFL style shows how much project success will change if the score of transformational behavior increases for one standard deviation; this way, a coefficient of 0.419 stands out the most important factor in improving an organization.

Taking into account the findings described above, it can be concluded that there is a significant effect of leadership styles on project success. In particular, Transformational and Charismatic Leadership styles make employees motivated and inspired to work for their goals while Democratic and Servant Leadership help to participate in making decisions. Finally, although Transactional Leadership influences positively project success too, it is not as important as the other two. Consequently, an organization needs to pay attention to Transformational and Charismatic Leadership if it aims to succeed.

Summary of overall outcome of the research hypothesis				
Items	Statement	Regression coefficient	P-Value	Result
Transformational Leadership	**H1:** Transformational leadership style has a significant positive effect on project success.	0.419	< 0.05	**Hypothesis supported**
Transactional Leadership	**H2:** Transactional leadership style has a significant positive effect on project success.	0.100	< 0.05	**Hypothesis supported**
Democratic Leadership	**H3:** Democratic leadership style has a significant positive effect on project success.	0.132	< 0.05	**Hypothesis supported**
Servant Leadership	**H4: Servant** leadership style has a significant positive effect on project success.	0.145	< 0.05	**Hypothesis supported**
Charismatic	**H5:** Charismatic leadership style	0.249	< 0.05	**Hypothesis**

leadership	has a significant positive effect on project success.			**supported**

Table 17: Summary of overall outcome of the research hypothesis

In conclusion, the regression analysis presents evidence that supports all five research hypotheses. From Table 16, it can be seen that both significance levels and positive beta values prove that hypotheses H1, H2, H3, H4, and H5 have been proven and accepted. The findings prove that the suggested leadership approach outlined in Chapter Two is quite applicable in the Ovid Constraction setting, explaining 79.2% of the variation in outcomes.

4.11. Interpretation and Discussion

From the statistical analysis, it is found that leadership is one of the key factors in determining the success of Ovid Construction PLC projects, accounting for about 79.2% of the variance in the success of such projects. It can be seen from the Adjusted R square that the Ethiopian construction industry, which is usually characterized by the volatility of resources and complex regulations, needs leadership more than planning.

Transformational Leadership has been found to be the most effective predictor among all. While its statistical impact (β=0.419) is not surprising, the implication from the real-life scenario indicates that the successful completion of projects in Ovid requires leaders who do not just supervise their workers but also inspire vision among them, as stated by Turner (2019). In the dynamic setting of Addis Ababa, where unforeseen challenges come with every project, the ability of a leader to inspire "thinking out of the box" is very important. These results concur with the study by Tadesse (2021), which found that due to the relational orientation of local labor market in Ethiopia, a visionary leader who builds "shared dream" leads to better efficiency than those working on "checklists".

The correlation between Charismatic Leadership (β=0.249) and Servant Leadership (β=0.145) was both positive, emphasizing the importance of "soft power" in Ethiopian project management. The effectiveness of Charismatic leadership validates the theory of Avolio and Bass (2017), which highlights the role of charisma as a motivational channel under high pressure during any projects' stressful stages. This means that the charisma or enthusiasm shown by the project leader will be an effective means of protecting the motivation from falling due to any environmental and logistical factors.

Moreover, the significance of Servant Leadership in the project is consistent with the research done by van Dierendonck and Nuijten (2020), which emphasizes the importance of the "trust-performance relationship." Given the collective nature of the Ethiopian society, the importance of social capital and interpersonal respect, the need for paternalistic care from the leader would result in building a psychological safety net. This contradicts the research conducted globally by Müller and Turner (2010) on servant traits not being a priority in high-stress engineering jobs.

A positive effect on the dependent variable by Democratic Leadership (β=0.132) denotes maturation within the organizational culture of Ovid Construction PLC. Engaging subordinates in the decision-making process leverages the "on-the-ground" knowledge and experience of the site engineers and foremen. This reinforces the results obtained by Ling et al. (2020) showing that participation can positively affect strategy implementation.

On the other hand, even though Transactional Leadership had the lowest beta coefficient (β=0.100) and was still statistically significant, this is highly important. The research showed that although "rewards and punishments" are needed in order to operate (in contracts and key performance indicators), these are not enough to achieve perfection. The results coincide with those of Chen and Weng (2018) showing that Transactional leadership is a "maintenance" approach rather than a "growth" one. In the turbulent construction environment in Ethiopia, when external shocks happen (such as increased cost of materials or fluctuating national currency), the leaders have no choice but adapt their style towards transformational.

Generally speaking, this evidence from Ovid Construction PLC indicates the effectiveness of Vision (Transformational) and Humane Orientation (Servant) styles of leadership compared to Legalistic-Bureaucratic (Transactional) approaches in countries whose economic environment is dynamic, such as those of the GLOBE project. This empirical evidence shows that it is crucial for the success of a construction company in Ethiopia to develop leaders who will be able to cope with the technical and relational complexities of the construction sites in Ethiopia.

5. CHAPTER FIVE:
SUMMARY, CONCLUSSION & RECOMMENDATION

5.1.Summary

The main aim of this research was to study the effect of different leadership stylesTransformational, Transactional, Democratic, Servant and Charismatic on project success in Ovid constraction , based on the three aspects of time management, efficiency of expenditures, and satisfaction of stakeholders. From the empirical results, it can be seen that leadership plays a pivotal role rather than being merely a background for successful project delivery by Ovid constraction , accounting for 79% of variance in the dependent variable. All five leadership styles showed positive and significant correlations with the success; however, there was variability in their effectiveness and applicability

It can be argued that Transformational and Charismatic leadership styles were more influential predictors of success because they helped to ensure satisfaction of stakeholders as well as surmount the bureaucratic barriers prevalent in the construction sector of Ethiopia. This type of leadership provided a vision, motivating staff to work hard in order to deliver on strict deadlines.

The servant and democratic leadership approaches were instrumental in maintaining team unity. Since these approaches considered the interests of the workers and included the site engineers in decision making, this led to the minimization of conflict, hence minimal mistakes, and as a result, good cost management due to minimized reworking. The transactional approach, although widely used, had the least relative influence on the successful completion of projects on the higher level of hierarchy. This implies that although the "reward and punish" method maintains basic cost and time efficiency, it falls short in providing motivation for innovation and exceptional stakeholder satisfaction.

In conclusion, this study reveals that the success of projects at Ovid constraction is multidimensional whereby project controls of cost and time are kept under control through the use of transactional approaches, whereas project excellence depends on transformational approaches.

5.2.Conclusion

Conclusively, this study has provided substantial evidence that the success of Ovid constraction's construction ventures is heavily dependent on the behavior abilities of their respective project managers. These insights have allowed the study to reach the conclusion that an idealistic one size fits all style of leadership cannot address the demands of the construction industry in Ethiopia.

Particularly, the conclusion drawn by this research is that Transformational Leadership is the engine of growth of a growing company such as Ovid constraction; the capacity of team motivation and intellectual stimulation is a decisive variable when setting goals for the accomplishment of any construction venture which will make sure that the project deadline and costs are achieved by way of shared responsibility rather than coercion.

The Limitations of the Command-and-Control Model As already mentioned before, Ovid constraction is a highly dynamic business within an industry that requires strict adherence to costs. However, if Transactional leadership is solely relied upon, there comes a limit on performance. This is only overcome by changing roles of leaders from supervisors to visionaries.

Balance Needed in the “Success Matrix” Project success involves balancing the technical and human aspects of leadership. For time and cost effectiveness, it takes the rigidity of the Democratic and Transactional approaches, while meeting client and regulator needs as well as gaining the commitment of the teams requires the “soft touch” provided by the Charismatic and Servant types of leaders.

In summary, for Ovid Construction Company to maintain its competitive edge in Addis Ababa’s highly unpredictable construction industry, it needs to develop a leadership style that transcends the limitations of bureaucratic leadership. “Human factor” of trust, vision, and involvement becomes the ultimate armor that shields the company from external hazards, making sure the three elements of project management are fully satisfied.

5.3.Recommendation

These recommendations are crafted to be easily implemented by Ovid constriction and its stakeholders to translate the findings of research into better project performance results.

Recommendations for Ovid Constriction's Leadership & HR Management

In order to institutionalize the 79.2% variance in success due to the role of leadership at Ovid constriction, there is need for its leadership to move away from being too technical focused to being more focused on leadership skills development.

Set up a "Leadership Project Development Academy": HR department should move away from recruiting project managers using the criteria of technical expertise in engineering and focus on hiring professionals with skills in Transformational and Servant leadership styles. The HR department should require mandatory training for all senior project managers and train them on "Vision Communication" (Transformational) and "Empowerment strategies" (Servant). Through this training, Ovid constriction will be able to develop leaders that can manage stakeholder expectations effectively.

Integrate Leadership Styles into KPIs: Incorporate the 360-degree feedback of the leaders' leadership style in the annual review for the site managers. Use the surveys developed in this research to check whether they are practicing any Democratic or Transformational leadership styles. Recognition and reward of soft-skills in leadership will help minimize employee turnover and site conflicts. Hence the cost resulting from unstable work forces and internal conflicts in the site will be reduced.

Recommendations to Practitioners

Practitioners that work in the Ovid Construction sites are recommended to follow a "Hybrid Leadership Model" that would deal with the particular issues highlighted in the "triple constraint" in this research.

Use "Phased Hybrid Leadership Model" to Minimize Time Constraint: The managers are advised to alternate between democratic and transactional leadership based on phases. Specifically, in the Scheduling and risk planning phases, they should utilize Democratic Leadership model to acquire field insights from the site supervisors and foremen. But for the execution phase of Critical Path Implementation, managers are supposed to practice Transactional Leadership through boundary control and KPI tracking.

Use Servant Leadership Skills to Cut Costs: The practitioner can use the servant leadership skills to reduce "hidden costs" such as wasted materials due to rework. By emphasizing the wellbeing of the site crew members, the project leader will create a culture of "psychological ownership." Workers

who are respected and cared for will make fewer mistakes, resulting in great savings in the costs associated with materials and machine maintenance.

Increase Stakeholder Satisfaction Through Charismatic Communication: In order to improve the stakeholder satisfaction criterion, project leaders should go above simply discussing problems and issues. Practitioners should consider adopting charismatic communication techniques such as "transparency loops" where the project manager holds biweekly progress updates for external consultants and clients. Such progress updates should be done enthusiastically while pointing out achievements and visions in the project. This creates good social capital and trust, making sure that no matter what happens to the technological side of the process, the stakeholders' trust does not suffer, and hence, the firm's reputation in Ethiopia is safeguarded.

5.4.Limitations of the study and future research direction

Limitations of the Study

While this research offers important information about the leadership practices of Ovid Group, it faces several methodological and structural limitations which should be recognized:

Cross-Sectional Limitations: One major limitation lies in the use of cross-sectional quantiative methodology. While this research has managed to measure the perceptions of leadership and the success of projects at one particular moment in time, it ignores the fact that construction projects are dynamic in nature – while some form of leadership will work perfectly during the "Planning" phase of a construction project, others might be more suitable when it comes to "Execution" and "Close-out".

Bias of Internal Stakeholders: When measuring the success of a particular construction project using a "Stakeholder Satisfaction" metric, we have used only the opinions of internal stakeholders, excluding those from outside the organization such as government agencies and individuals who would use the building once the project is completed.

One Entity Only (Generalizability): Since this research has dealt strictly with one construction company in Ethiopia, its outcomes are heavily affected by corporate culture and available funds within that particular organization.

Quantification of Human Behavior: Despite the reliability of the survey instrument (Cronbach's Alpha 0.907), leadership represents a complex social behavior. While Likert scale measurement tools can measure the degree of application of a certain style of leadership, they may not be able to measure the complexity of the behaviors associated with the same leadership style within the high context environment of the Ethiopian workforce.

Suggestions for Future Research

Based on the results of the current research and to complement the limitations associated with them, the following research areas are suggested to be studied in the future:

Lifecycle Study: In the future, researchers are encouraged to conduct longitudinal studies in the Ethiopian Construction industry. This will give researchers a chance to study the dynamics in effectiveness levels of transformational leaders against transactional leaders in phases of projects such as (Inception, execution and handover). Thus giving a "phased" perspective of leadership in construction projects.

Comparative Studies of Sectors: Comparing the role of Transformational leaders between Ovid Group and other publicly financed Ethiopian construction firms is highly recommended.

Mixed Methods Design: Combing qualitative research methods (such as semi-structured interviewing and field observations) with quantitative survey techniques would yield more information about the "why" behind the statistics. For example, qualitative studies can help understand how "charismatic" leadership solves the problems that are unique to a particular area, such as lack of material or labor conflict in Addis Ababa.

Extending the Success Matrix: Further research must extend the project success variable from the "Iron Triangle" of Time, Cost, and Satisfaction, to include the variables that have become increasingly important today - such as Environmental Sustainability and Knowledge Transfer.

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Annex

ADDIS ABABA UNIVERSITY

School of commerce

MA in Project Management

Dear Respondent,

I am Ruhama Semu, currently pursuing an MA in Project Management at ADDIS ABABA UNIVERSITY School of commerce I have prepared research questionnaires to collect data for my study titled "The Effect of Leadership Style on Project Success: A Case Study of Ovid Construction." Your timely response is crucial for the success of this research, which is part of my Master's degree requirements. Please take a few minutes to complete the attached questionnaire. Rest assured, all data collected will be kept confidential and used solely for academic purposes.

Thank you for your cooperation.

Sincerely,

Ruhama Semu

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Introduction: Thank you for participating in this survey. Your responses will help me understand how leadership styles influence project success at Ovid Construction Ethiopia. Please answer the following questions. Following questions honestly and to the best of your knowledge.

Section I: Demographic Information

Section I. Demographic Information

1. Gender 1 ☐ Male 2 ☐ Female
2. Age

☐ 18-25years ☐ 26 – 33 years

☐ 34 – 41 years ☐ above 41

3. Education level

☐ Primary school ☐ High school ☐ Diploma ☐ Degree ☐ Masters and above

4. What is your role at Ovid Construction Ethiopia?

☐ Manager

☐ Administrative & support staff

☐ Filed Staff

5. How long have you been working at Ovid Construction Ethiopia?

☐ 1 - 2 years

☐ 3-5 years

☐ 6-10years

☐ More than 10 years

Section II: Leadership Styles Assessment

For each of the following statements, please indicate your level of agreement on a scale from 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No	Statement	Strongly Disagree 1	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	Transformational Leadership (TFL)					
1	The leader sets a clear vision for our projects.					
2	The leader motivates me to perform at my best.					
3	The leader empowers team members to make decisions.					
4	Transformational leaders foster a culture of innovation and creativity during projects at Ovid Construction					
5	leaders facilitate professional development for team members, impacting project outcomes at Ovid Construction					
Transactional Leadership (TSL)		**1**	**2**	**3**	**4**	**5**
6	The leader rewards team members based on their performance.					
7	Reward and punishment systems under transactional leadership enhance project performance at Ovid Construction					
8	Transactional leadership maintains focus and discipline within project teams at Ovid Construction.					
9	The leader clarifies expectations for our tasks.					
10	Transactional leaders ensure projects stay on schedule and within budget at Ovid Construction					
Democratic Leadership (DL)		**1**	**2**	**3**	**4**	**5**
11	The leader involves team members in decision-making processes.					

12	Democratic leadership leads to better problem-solving outcomes during projects at Ovid Construction					
13	The leader seeks consensus among team members before making decisions.					
14	Team members feel their opinions are valued by the leader.					
15	Democratic leadership fosters a sense of ownership among team members for project success at Ovid Construction					
Servant Leadership (SL)		**1**	**2**	**3**	**4**	**5**
16	The leader demonstrates empathy towards team members' concerns.					
17	The leader focuses on serving the needs of team members.					
18	Servant leaders encourage open communication and trust within project teams at Ovid Construction					
19	The leader encourages team members to develop professionally.					
20	Servant leadership leads to higher levels of employee satisfaction during project execution at Ovid Construction					
Charismatic Leadership (CL)		**1**	**2**	**3**	**4**	**5**
21	The leader inspires me to work towards the organization's goals.					
22	The leader has a compelling vision for the future of our projects.					
23	The leader communicates their vision effectively to team members.					
24	Charismatic leaders enhance team cohesion and unity, impacting project success at Ovid Construction					

25	The personal influence of charismatic leaders drives project success at Ovid Construction					
Project Success metrics (time, cost and stakeholder satisfaction)		**1**	**2**	**3**	**4**	**5**
26	The leadership effectively manages project timelines to minimize delays at Ovid Construction					
27	Team members are aware of project deadlines and work efficiently to meet them at Ovid Construction					
28	Projects are completed within the allocated budget at Ovid Construction					
29	Leadership effectively controls costs and minimizes budget overruns during projects at Ovid Construction					
30	Stakeholders are satisfied with the outcomes of projects at Ovid Construction					
31	Communication with stakeholders regarding project progress is timely and effective at Ovid Construction					