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# **The Effect of Leadership Styles on Project success: The Case of Ethio Telecom, Electronic Customer Acquisition Form (e-CAF) project**

**A project submitted to Addis Ababa University School of Commerce, in partial fulfillment of the requirements for the Degree of Masters of Arts in Business Leadership (MBL)**

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**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**

**The Effect of Leadership Styles on Project success:  
The Case of Ethio Telecom, Electronic Customer  
Acquisition Form (e-CAF) project**

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**June, 2023**

**Addis Ababa, Ethiopia**

## **DECLARATION**

I hereby declare that this study entitled "The Effect of Leadership Styles on project success: The case of ethio telecom is my original work prepared under the guidance of my advisor Dereje Abi(PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Business Leadership and it has not been previously submitted to any diploma or degree in any college or university. I would also like to confirm that all the sources of materials used in this study are accordingly acknowledged.

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## **STATEMENT OF CERTIFICATION**

This is to officially state that Bealu Demissie has completed this research project work on the topic entitled “The Effect of Leadership Styles on Project Success: The case of Ethio Telecom e-CAF project. “Under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the requirements of the award of Masters of Art in Business Leadership.

Research Advisor: Dereje Abi(PhD)

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Date\_\_\_\_\_

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND ECONOMICS**

**SCHOOL OF COMMERCE**

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## **ABBREVIATIONS AND ACRONYMS**

<b>CAAZ</b>	Central Addis Ababa zone
<b>CDMA</b>	Code Division Multiple Access
<b>EAAZ</b>	East Addis Ababa zone
<b>e-CAF</b>	Electronic Customer Acquisition Form
<b>EIRS</b>	Equipment Identity Registration System
<b>MLQ</b>	Multifactor Leadership Questionnaire
<b>NAAZ</b>	North Addis Ababa zone
<b>SAAZ</b>	South Addis Ababa zone
<b>Sig.</b>	Significant
<b>SPSS</b>	Statistical Package for the Social Science
<b>Std. Deviation</b>	Standard Deviation
<b>SWAAZ</b>	South west Addis Ababa zone
<b>WAAZ</b>	West Addis Ababa zone

## **ABSTRACT**

*This study attempted to assess the effect of leadership styles on the success of an ethio Telecom project called Electronic Customer Acquisition Form (eCAF). The targeted group of the study were staffs of ethio Telecom at Addis Ababa (CAAZ, SAAZ, NAAZ, EAAZ, SEAAZ, SWAAZ, project office and IT team) participated on e-CAF project. In order to collect data, Multifactor Leadership Questionnaire (MLQ) was administered with a target population of 45 people; the study used a descriptive research approach. Questioners were used to collect data which was then analyzed using descriptive statics. Only 39 viable responses were gathered from 45 questioners distributed to the respondents. 45 participants selected in simple random sampling. The data were analyzed with descriptive statistics (mean and standard deviation). According to the descriptive statistics transformational, transactional and laissez-fair leadership styles are reflected in the Ethio telecom, eCAF project. The measurement model was tested for multicollinearty using regression analysis and the test results indicates that the variables utilized in the study were reliable and the measurement model was valid. The findings demonstrate that transformational leadership style was more practiced in the e-CAF project, similarly transactional leadership in a moderate level and laissez faire was least practiced leadership style. And the e-CAF project success level was at moderate level so managers at ethio telecom should understand the relationships between leadership styles and project success. As a result it could be recommended that ethio telecom focus improving the practice of transformational leadership style for better project success at ethio telecom.*

*Keywords: Transformational, Transactional, Laissez Faire, Project Success.*

# CHAPTER ONE: - INTRODUCTION

Chapter one covers the background of the study, statement of the problem, research purpose and questions ,significance of the study , scope and limitations of the study ,definition of words, and organization of the paper.

## 1.1 Background to the research

The idea of leadership has been an area of discussion in the management of business organizations it has a significant role for the success and continuing growth organizations. Leadership can be defined in several ways, however, there is a comprehensive understanding that leadership signifies the power of influence exerts by an authority body in a certain organization or institution. The success of projects largely depends on the quality of leadership that paves the way completion of tasks on time, efficient use of finance and other resources by proper planning, implementing, controlling, monitoring the press.

The effectiveness of leadership has been facilitated with the addition of Information and Communication Technology (ICT) integrated in many corporations and government institutions. The Telecom service has been one of the pillars that support the socioeconomic growth of countries across the world. Ethio telecom has been serving the country proving the Telecom service to private and government institutions for several years and millions of customers are still working with the corporation. Lots of Telecom infrastructure built across the country are the Ethio telecom contribution.

These days, around sixty million subscribers are getting the Tele com services and managing this huge number of customers and bringing about positive change on the organization requires skilled leadership. This paper, thus, attempted to address whether the existing leadership style/s showed a significant impact on the success of a certain project, e-CAF.

## 1.2 Background of the Organization

Reviewing its historical development, the Ethiopian Telecommunications Corporation was one of a few national institutes established in the early nineteenth century, 1884 and it was also one of the oldest African institutes. The technology attempted to connect several administrative cities with the central government using wired system over the years. Of course, during the Italian occupation, The Telecommunication was largely destroyed and it was re-organized the form of phone lines, telegram and postal services in 1941. After a few years, the Imperial Board of Telecommunication (IBTC) was established in 1952 and through which significant developments in expanding the service coverage maintained. Following market reforms, the telecommunications was given the authority to oversee the provision of telecommunication services as well as their operation.

The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of market reforms. The government also established a separate regulatory body, Ethiopian telecommunication agency. And through an equivalent year, by regulation 10/1996, the Council of Ministers further named it as the Ethiopian Telecommunications Corporation (ETC). Again in 2010 reorganized as ethio telecom, which facilitates the overall activities of the government strategies specially on the field of agriculture, healthy and education.

## 1.3. Statements of the Problem

Accomplishing projects successfully have been a serious challenge because of many factors and one these factors is the leadership style being employed. Studies showed only about 56 percent of projects found to be successful with the intended results and products (Paul, 2016). Several Telecom projects have been carried out with less record of success in accomplishing the stated tasks and programs on time and expected quality.

In Ethiopia, cell phone, Equipment Identity Registration System (EIRs) and e-CAF have experienced a sign of failure in accomplishing the intended activities. The service of the projects was started on 21 September 2017 and they were expected to control ICT materials smuggled for the local market.

The e-CAF project was also meant to make the corporation through prevention of illegal international calls, facilitating SIM replacement, cleaning customers' database and preventing fraud SIM management. The success of such projects, then, tended to deter bitterly due to the leadership style that could impact team's passion, values, and approach.

Several projects still fail despite improvements in project management techniques, type of leadership they follow, ability and willing of project team members (Shore, 2005). In case of e- CAF project there was six concrete failure factors, software platform limitation, device capacity limitation, customization, communication, leadership style and procurement contract. This research, therefore, attempted to see the overall result of leadership styles on the project accomplishment in the case of Ethiopian telecom e-CAF project.

## **1.4 Objectives of the study**

### **1.4.1 General Objectives**

The general objective of this study was to test the effect of leadership styles on project success at Ethio Telecom, e-CAF project

### **1.4.2 Specific Objectives**

This study specifically addressed the following objectives:

- ❖ To see effect of transformational leadership style on project success at Ethio Telecom e-CAF project.
- ❖ To investigate effect of the transactional leadership style on project success at Ethio Telecom e-CAF project.
- ❖ To examine effect of the laissez faire leadership style on project success at Ethio Telecom e\_CAF project.

### **1.4.3 Research Questions**

- ❖ What leadership style is practiced in the e-CAF project?
- ❖ Which leadership style is practiced more in the e-CAF project?
- ❖ What is the current success level of e-CAF?

## **1.5 Significance of the study**

This study could benefit several people in different conditions. First, the study could greatly increase managers' knowledge of the connection between leadership philosophies and project success. The study could show how leadership style difference impacts the degree of effectiveness and they could be directed to choose appropriate leadership using the knowledge received. Other stakeholders and experts could also be benefited to know the reasons why projects failed due to management problem or the style of leadership employed.

Moreover, the results of the study could disclose what kind of leadership approach should be used in what circumstance to improve project success. Lastly, output of the research could be source of input to provide information as literature material for future researchers, extend the existing body of knowledge in the area.

## **1.6. Limitation of the Study**

The coverage of the study is limited to a single company( Ethiopian telecom), and the conclusion of the study would be more sound if other industries were included.

Due to the nature of the project type, e-CAF-related information, and deployment of new technology at Ethiopia Telecom and in some other areas of the business, some constraints were faced by the researcher when conducting the study. The research sample population of this study was taken from Ethio Telecom employees who work in the five zones of Addis Ababa, the IT security team, the project office, and agents from the above-listed zones.

Other leadership styles other than the three leadership styles (transformational, transactional, and laissez-faire) are not included in this study, and it would be good if the results (quantitative only) were cross-checked with the qualitative study.

## **1.7 Scope of the study**

This study attempted to address three leadership styles such as transactional, transformational and laissez-faire, on project success in Ethiopian telecom. This study, therefore, failed to include other leadership styles due to financial and time constraints.

Of course, the variable project success is taken as a dependent variable and the remaining three styles of leadership (transformational, transactional, and laissez-faire) are independent variables. Therefore, to address the objective of the study, the researcher used the project team that participated in the project deployment and employees of ethio telecom who are currently operating or working at e-CAF in Addis Ababa's ethio telecom offices.

Among the factors affecting the project success in e-CAF, the researcher focuses on the above three styles of leadership (independent variables) that are relevant to project success (dependent variables) and that help to accomplish the e-CAF project effectively.

Moreover, only questionnaire was used as data collection that signifies the scope. The design adopted for this study is a descriptive and explanatory type of research design. The study would be good if results were cross-checked with qualitative studies, or this study used a quantitative approach only and therefore qualitative studies were not part of it. Data was collected from Ethiopian telecom only; other industries data is not included.

## **1.8 Definition of Terms**

**E-CAF:** The system that stores and records client profiles from when they sign up for various Ethio telecom SIM cards.

**Project:** a short lived endeavour to provide one specific good, service or outcome.

**Leadership:** The ability to establish goals and directions, persuade and unite people around a common goal, and inspire and enable others to achieve success.

**Project success** –The accomplishment of the project successfully in terms of cost, time, quality, and the impact of the final product.

**Leadership style:** Patterns and techniques of behavior a leader uses to urge his followers to work towards specific objective.

**Agent** – Ethio telecom **Business** partner, which sales ethio products with the same price as of ethio outlate. Generally they are acting as franchised for ethio products.

## **1.9. Organization of the research**

The study's introduction is covered in chapter one. The literature review and conceptual frameworks are covered in chapter two. The study's methodology, data analysis, and data collecting are all covered in chapter three. The fourth chapter discusses and evaluates the study's findings. In chapter five; the study findings and suggestions will be laid out.

# CHAPTER TWO: LITRATURE RIEVIEW

A literature review is a part that is intended to assess the critical points of knowledge in the theoretical and empirically related literature of previous studies. This chapter contains concepts of leadership, leadership styles, project success, and the relationship between leadership styles and project success. Finally, a conceptual framework is presented.

## **2.0 Theoretical Review**

### **2.1 Definition of Leadership**

Numerous definitions of leadership are available. But in order to provide practical definitions of both leadership and leadership style (Gandolfi and stone,2018), a proper knowledge of why leadership is so important and why the selected leadership style is vital.

According to this, A leader is one or more individuals who chooses, provides for, develops, and influences one or more followers who have a variety of gifts, abilities, and skills and focuses the followers to the organization's mission and objectives, causing the followers to exert spiritual, emotional, and physical energy voluntarily and enthusiastically in a concerted coordinated effort to achieve the organization goals (Winston&Patterson)

It has been determined that specific leadership philosophies and traits are essential for completing projects successfully. Project managers should possess the following abilities in order to ensure an efficient organization: communication, planning, budgeting, conflict management, negotiation, leadership, and motivation abilities. Project managers must exercise organized leadership in order to maximize their operations in terms of scope, schedule, quality, and speed(Adamu,et al.,2022).

## **2.2 Leadership Styles**

Organizations depend heavily on their leaders. Leaders are responsible for crucial tasks like goal-setting, employee motivation, decision-making, and feedback in order to keep the organization running smoothly. It is typical to observe leaders in organizations occasionally losing the ability to lead because dynamic elements (such as cognition and affect) have an impact on leadership behaviour (Zhang et al., 2023).

Any endeavor that requires cooperation among a group (or groups) of people relies heavily on leadership. Successful projects are closely related to characteristics that are essential for good leadership. These characteristics include honesty, initiative, emotional intelligence, optimism, business orientation, time management, system thinking, and political affiliation (Larson & Gray's, 2014). There are numerous types of leaders. As a result, picking a single style of leadership and claiming that it will work in all situations is challenging. In other words, it is impossible to generalize about which sort of leadership is preferred and which styles fail. The context, circumstances, and followers all play a role in choosing a suitable method of leadership (Al-Malki and Juan, 2018). Transactional, transformational, and laissez-faire leadership styles are only a few of the many that have been accepted in the project management literature.

### **2.2.1 Transactional Leadership Style**

According to Al-Malki and Juan (2018), transactional leadership is a leadership approach in which the boss either recognizes or criticizes the employee for completing a task. The use of the carrot and stick approach to achieve organizational goals is a hallmark of this style of leadership (Bass, 1997). Employees will suffer consequences if subordinates' work contains errors. Employees may not give their best effort as a result, sometimes out of fear of making a mistake. Because of this, they are less likely to work on new initiatives and acquire new knowledge and abilities. Employees that deliver their finest work, however, receive excellent motivation in the form of rewards that encourage them to put in more effort. According to a number of studies, transactional leadership has a good impact on task efficiency and goal achievement, which contributes to project success.

### **2.2.2 Charismatic Leadership style**

The definition of charismatic leadership is "a fire that ignites followers' energy and commitment while producing results above and beyond the call of duty" (Price, J. J., 2009). These impacts are thought to be more likely to occur in high-stress settings and circumstances where followers look to leaders to help them through tough times (Northouse, P. G., 2000). Generally speaking, charismatic leadership is effective because it fosters alignment between followers' values and the culture and values of the firm.

### **2.2.3 Transformational Leadership Style**

Based on political ability and charismatic leadership, transformational leadership revolves around inspirational motivation, individualized consideration, envisioned influence, and intellectual stimulation. This type of leadership inspires followers to perform above and beyond expectations. Conger (2002) defines transformational leadership as a leadership approach that is concerned with employees' feelings, goes beyond merely rewarding them, and places a heavy emphasis on tying those concerns to the organization's goal. Trofino (2000) asserts that creating an inspiring vision in order to achieve organizational objectives is a key component of transformational leadership. According to Kirkan (2011), transformational leadership is a type of leadership in which a leader encourages, motivates, and enthuses people to take on the company's issues in order to establish a crystal-clear vision for the identification of specific objectives.

### **2.2.4 Democratic leadership style**

This kind of leader gives instructions but defers to the group's judgment. The leader specifically promotes self-direction and self-actualization among members by encouraging them to set goals and processes (Bartol, K., Tein, M. Mathew, G. & Martin, D., 2003). The democratic leader also suggests ideas and supports members' opinions. In addition to encouraging and guiding personnel to meet corporate objectives, the democratic style supports the collaborative approach.

### **2.2.5 Laissez-Fair Leadership Style**

The leader in this leadership style has no real authority; the group is free to make decisions on its own. When staff members or subordinates approach the laissez-faire leaders with a concern, they are met with utter apathy, and they refrain from making any organizational decisions. The group's leader specifically responds to queries, imparts knowledge, or offers encouragement (Boonyachai, 2011) Laissez-Faire leaders' followers must look to other resources for assistance when making definitive decisions. The leader in this situation is referred to as a figurehead who does nothing but observe and occasionally replies to questions, offers pertinent information, and offers group reinforcement. Accountability is one of the most fundamental elements for this kind of leadership. Everyone who makes decisions must take responsibility for all acts and steps taken. Laissez-faire leadership is a difficult art form that only a true leader with the correct team can master (Rakesh Wadhwa ,2012).

### **2.2.6 Authoritarian leadership**

This type of leadership is the antithesis of democratic and laissez-faire leadership. Autocratic leaders are usually used to describe authoritarian ones. They set forth precise guidelines for what must be done, when it must be done, and how it must be done. The leader and the following are clearly separated from one another. Evans (Evans, V. S., & Evans A. L., 2002) claims that authoritarian leadership takes decisions for the group without consulting subordinates, sets agendas, decides on group policies, and assigns responsibilities to group members. In the end, the group's growth is the leader's duty, yet the group offers very few ideas. The group members rarely interact with one another, although they do talk to the leader frequently (Evans, V. S., & Evans A. L., 2002).

## **2.3 The Concept of project success**

Morris and Pinto (2007) define a successful project as one that satisfies the technical performance requirements and/or mission to be accomplished and if there is a high level of satisfaction concerning the project outcome among key individuals in the parent organization, key individuals on the project team, and key users or clientele of the project effort. Adamu et al. (2022), quoted According to Muller

et al. (2012), project success is defined as accomplishing the golden constraint triangle of scope, capital, and time, as well as meeting the needs of all stakeholders and end users. Iriarte et al. (2020) state that project success is a multi-faceted term that depends on criteria, stakeholder perspective, setting, and the stage the project is in.

One of the subjects that project management researchers today pay the greatest attention to is without a doubt project success. However, there was no accepted definition of what makes a project successful until recently. Project success criteria and critical success factors are the two fundamental components of a successful project. According to Lamprou and Vagiona(2018), success criteria are the dependent variables that measure and evaluate project success, whereas critical success factors are the independent variables that might influence and increase the likelihood of project success.

## **2.4 Relationship between Leadership and project success**

Project managers need to be adaptable in order to adequately respond to changes in specific scenarios and switch to the most effective leadership style. Thus, it can be concluded that no single leadership style can be used to successfully lead all project types and environments. The project manager's capacity to accurately assess situations, as well as his or her own preferences and flexibility towards the optimum choice of style, are consequently key factors in the success of the project (Adamu et al., 2022). According to Zhang (2009), the types of projects may have an impact on the significance of project leadership for project success. Project complexity has specifically been suggested in the literature as potentially modulating the association between project leadership practices and success rates.

## **2.5. Empirical Literature Review**

In a 2014 study, Saqib Khan et al. investigated the influence of leadership, particularly the styles of project managers, on the success of projects. The aim was to construct a theoretical framework based on the available literature, which would then be tested in a modern setting. The study's objectives were to investigate and elaborate on the leadership philosophies and characteristics of the project managers in order to evaluate the effects of the variables (transformational, transactional, and laissez-faire leadership) on the project's success. It was determined that the success of the project was

significantly impacted by leadership styles. Project leaders' contributions to project success have been studied in a meta-analysis study by Damayanti et al., published in 2019. To explain the various perspectives, a meta-analysis study is done to provide a thorough overview of earlier investigations. A poor direct association between leadership and project success has been identified, according to an analysis of 115 research instances from 36 project management studies. According to the researchers, this circumstance arises because the project type's context and the project's country of site affect the role and style of leadership in the project's success.

**2.6. Hypotheses of the study**

From different literatures and frame work (figure 2.1) it can be hypothesized that:

Hypothesis 1(H1): The effect of transformational leadership on project success is significant and positive

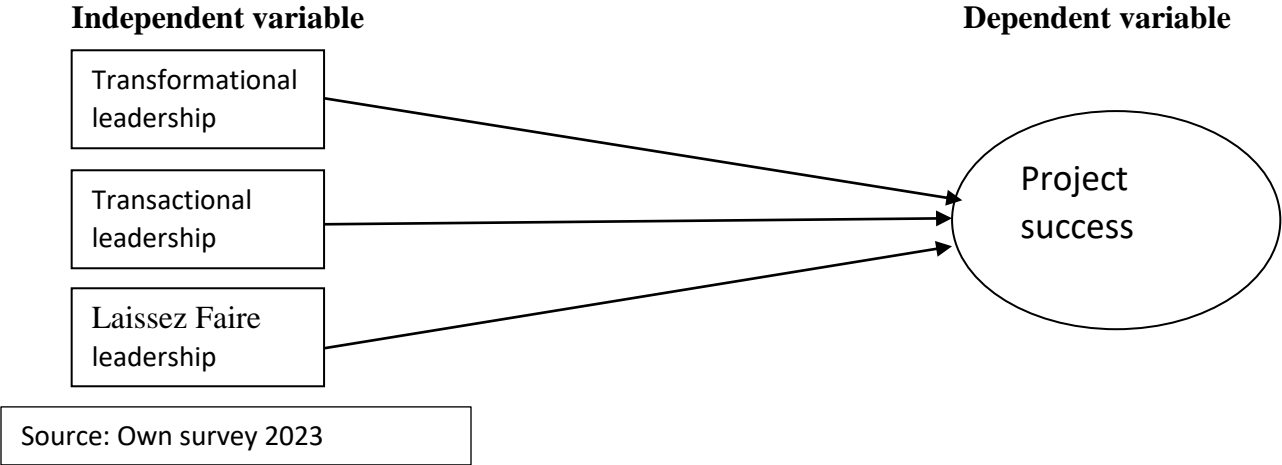
Hypothesis 2(H2): The effect of transactional leadership on project success is significant and positive

Hypothesis 3(H3): The effect of Laissez Faire leadership on project success is significant and positive

**2.7 conceptual frame work**

This conceptual frame work is a clear picture of variables (dependent and independent) used in the study and it shows high level design of the study. Based on this the researcher develop the following conceptual framework, in which the dependent variable project success and independent variables are dimensions of the leadership styles explained above.

Figure 2.1 Conceptual frame works



## **2.8. Research Gaps**

The impact of diverse leadership philosophies on project success has been extensively researched. For instance, research by Liphadzi, M., Aigbavboa, and Thwala (2015) discovered a strong link between leadership style and project success. To the researcher knowledge, there hasn't been any research of this kind done on Ethiopia's telecom industry. This study fills this gap by examining the connection between leadership styles and project success at ethio telcom.

## **CHAPTER THREE: RESEARCH METHDODOLOGY**

### **3.1 Introduction**

This chapter sets out the research methodology used for conducting the study First, the research design selected for this study is discussed. Next, the study population and samples included in the study is presented. Then, data source, data collection instruments and data analysis techniques are stated Last, but not the ethical considerations this study needed to take in account is presented.

### **3.2. Research Approach**

According to Saunders et al., (2009), there are two main research approaches: deduction and Induction. With deduction a theory and hypothesis (or hypotheses) are developed and a research

Strategy designed to test the hypothesis. At this study researcher used deduction approach Which means testing the hypothesis it developed based on the theory.

### **3.3 Research Design**

The research design adopted for this study is a descriptive and explanatory research design. According to Creswell (2014), descriptive survey design is a type of research that depicts the current state of affairs, where the researcher has no control over the variables and can only report what has happened or is happening while attempting to discover causes when the variables are out of their control. Descriptive research, According to Kothari (2011), is the systematic gathering and analysis of data in order to respond to inquiries regarding the state of a certain programme, project, or activity. In order to understand the current state of leadership styles and project success at Ethio Telecom, descriptive design is required. The cause-and-effect relationship between principles of leadership and project success was put to the test through the explanatory design.

### 3.4 Population and sampling design

Sampling defines a process through which a subset of the population is selected and generalizations about the complete population are made. According to Cooper and Schindler (2011), the sampling design includes an in-depth description of the sampling frame, sampling procedures, and sample size.

Targeted participants are employees from ethio telecom which include project office, IT managers, indirect sales managers, team leaders, system venders and agents who were worked on the implementation of e-CAF project from various zones of Addis Ababa. The target population is 50 employees. Simple random sampling technique was used selecting a sample size of 45 employees. Simple random sampling technique will give all potential subsets of a population or, more precisely, of a sampling frame an equal chance of being chosen. Therefore, sample statistics provide weight-free, unbiased estimates of population parameters (Bhattacharjee, 2012).

For large population to find sample size we can use Yamane's condensed formula to calculate sample sizes (Yamane, 1967:886). Where, n is the sample size, N is the population size, and e is the level of precision, with 95% Confidence level and  $P = 0.05$

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

Where;

n = the sample size

N= the population

$e^2$ = estimated standard error which is 5% for 95% confidence level

$$n = 50 / (1 + 50(0.05)^2)$$

$$n = 44.4 \approx 45$$

## **3.5 Data Collection Methods**

### **3.4.1 Source of Data**

All the necessary data were gathered from the primary source. The primary data was gathered through questionnaires from agents and the employees of ethio telecom on the effect of leadership style on project success.

The study identified the relationship between leadership styles and project success. Three survey instruments were used: the demographic questions, the Multifactor Leadership Questionnaire (MLQ) which measures leadership style (Bass & Avolio, 1997), and project success which measures project success (Fareed, M.Z., & Su, Q., 2022).

All questions were scored along a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4= Agree and 5= Strongly Agree). To be as comprehensive as possible, this study used transformational, transactional, and laissez-faire leadership.

### **3.4.2 Data Collection Instruments**

Questionnaires will be used by the researcher for collecting data. The questionnaire was designed to meet the research objectives Transformative, transactional, and laissez-faire leadership styles were covered by the Bass and Avolio (2004) Multifactor Leadership Questionnaire (MLQ), with the first component capturing completeness, second part probing all stakeholder satisfaction, the third section probing increasing the performance of the company, the fourth section probing solving the existing problem, the fifth section probing output meeting the needs of all parties, and finally the sixth section probing qualifying targeted beneficiaries demand. The questionnaire was adjusted to fit the study's setting and developed to address the research topics stated in Chapter one of the study. Some of the responders will receive an online form of the questionnaires to complete and submit online. The team members were asked to rate the performance of the selected projects based on the performance factors on a five-point scale of 1 strongly disagree to 5 strongly agree, where 1 is the least and 5 is the highest. Strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1).

### **3.6 Procedure of Data Analysis and Presentation**

For data analysis, the study is carried out using quantitative methods with the help of descriptive and inferential analysis. Inferential analysis (correlation and regression) and descriptive analysis (standard deviation, mean, frequency and frequency distribution, valid and cumulative percentage) in the form of tables were used to analyze the general information of the respondents. Data that were gathered from the questionnaire responses were evaluated and analyzed using SPSS version 23.

Furthermore, a regression analysis was conducted to test the cause-and-effect relationship between leadership styles and project success.

The equation for multiple linear regressions was:

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

$$\text{Project success} = 1.007 + 0.474X_1 + 0.475X_2 + 0.054X_3 + 0.773$$

Whereby Y = Project Success

X<sub>1</sub> = Transformational Leadership Style,

X<sub>2</sub> = Transactional Leadership Style,

X<sub>3</sub> = Laissez Faire Leadership Style

While  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  are coefficients of X<sub>i</sub> variables and  $\varepsilon$  is the error term.

### **3.7 Ethical Considerations**

This study was considerate in respecting the ethical issues related to research. This study briefed targeted participant about the goal of research before including them in the study process. The profile of the participants was also kept confidential and usage of appropriate languages and materials in the procedure of data collection and analysis were taken into consideration.

### **3.8 Reliability and validity**

The reliability of the questionnaire, in this study also all scales was tested for reliability and validity. Which is tested by Cronbach' alpha. It is a technique that helps to determine the reliability of a survey instrument and the internal consistency of the average correlation of variables in the survey (Gliem, J.A & Gliem, R.R 2003).

Based on Matkar, A. (2012). Alpha value between 0.70-0.79 is acceptable. From Cronbach alpha result, type of leaderships (transformational leadership style with 12 instruments alpha value =0.90, transactional leadership style with 6 instruments alpha value =0.79, laissez-faire leadership style with 6 instruments alpha value =0.85 and project success with 16 instruments alpha value = 0.901.

Therefore, since the alpha of the questioner is above than 0.753, the result signifies that the instruments used in this study were considered as a reliable.

## **CHAPTER FOUR: RESULTS AND DISCUSSION**

### **4.1 Introduction**

The findings and outcomes of the investigation are presented in this chapter. Tables and figures have been used to present the analyzed data. According to the questionnaire's recommendations, the section has been separated. The chapter also provides succinct explanations of the figures and tables that have been provided, which made it easier to analyze and comprehend the study's findings.

### **4.2 Response Rate**

The essence of determining the response rate is to enquire whether it is sufficient to generalize the results to the target population (Bainbridge H. et al, 2016). Generally, 45 questionnaires were distributed to sample respondents of the study. Out of the distributed questionnaires, 39 (86.6%) questionnaires were properly filled and returned which is believed to be enough for such kind of study. The data collected from the participant was analyzed using SPSS version 23 tool. The results of the participant were summarized by mean and standard deviation where as the demographic part is summarized by frequency and percentage. The relationship between the two different variables is analyzed by correlation and the cause and effect of the two variables is analyzed by regression.

### 4.3 Reliability Test

**Table 4.1 Reliability test**

Variables	No,of items	Cronbach's alpha
Transformational Leadership style	12	0.900
Transactional Leadership style	6	0.790
Laissez Faire Leadership style	6	0.851
Project Success	16	0.901

Source: own survey 2023

According to Matkar (2012) alpha value  $>0.90$  is excellent,  $0.80 - 0.89$  is good, alpha value between  $0.70-0.79$  is acceptable, alpha value between  $0.60 - 0.69$  is questionable, and alpha value between  $0.50 - 0.59$  is poor. Accordingly, overall Cronbach's alpha result of reliability of the leadership styles (transformational leadership style =  $0.9$  with 12 questionnaire, transactional leadership styles =  $0.79$  with 6 questionnaire, laissez fair leadership style =  $0.851$  with 6 questionnaire) and project success =  $0.91$  with 16 questionnaire. Therefore, since the alpha of the questionnaire is higher than  $0.790$ , the result signifies that the instruments (questionnaire) used in this study were considered as reliable.

### 4.4 Demographic profile of the Respondents

Demographic data was used to examine respondents mean response rate based on gender, age, and education level ,employment history and job position.

#### 4.4.1 Gender

Based on table 4.2,  $74.4\%$  of the respondents were male and  $25.6\%$  were females. This implies more male participate on this survey.

**Table 4.2. Gender**

category	Frequency	Percent
Valid Male	29	74.4
Female	10	25.6
Total	39	100.0

Source: own survey 2023

#### 4.4.2 Age

As per Table 4.3. Among the respondents age between 25-29 is 10.3%, age between 30-39 is 38.5%, age between 40-49 is 41% and age between 50-59 is 10.3%. From the data 79.5 % of participants are at the age of between 30-49. The participants or ethio staffs are experienced and matured enough.

Table 4.3. Age

Category	Frequency	Percent
Valid 25-29	4	10.3
30-39	15	38.5
40-49	16	41.0
50-59	4	10.3
Total	39	100.0

Source: own survey 2023

#### 4.4.3 Occupational Status / Position

From the sample, project managers and above accounted for 10.3 percent of the sample, project coordinators for 10.3 percent, team leaders for 10.3 percent, and project team members for 30.8 percent, IT expert 12.8 percent and Agent 25.6 percent. From table 4.3. 71.8% of the participants directly related to the project.

Table 4.4. Occupational Status / Position

	Frequency	Percent
Valid Project Manager	4	10.3
Project Coordinator	4	10.3
Team Leader	4	10.3
Team Member	12	30.8
Agent	10	25.6
IT Expert	5	12.8
Total	39	100.0

Source: own survey 2023

#### 4.4.4 Length of service

From the table 4.5, 15.3 % of the respondents were 0 to 5 years of experience, 17.9% are with 6 to 10 years, 30.9 % have worked for 15 to 20 years and 35.9 % have above 21 years of work experience. The data indicates ethio telecom had well experienced pool of staff.

**Table 4.5 Length of service / Experience**

	Frequency	Percent
Valid 0-5	6	15.3
6-10	7	17.9
15-20	12	30.9
>=21	14	35.9
Total	39	100.0

Source: own survey 2023

#### 4.4.5 Education level

From Table 4.6 Majority of respondent attained first degree 59.0 %, and the rest 41.0 % have master's degree and above.

**Table 4. 6 Education level**

	Frequency	Percent
Valid MA/MSc Degree	16	41.0
BA/BSc Degree	23	59.0
Total	39	100.0

Source: own survey 2023

## 4.5. Descriptive Analysis

### 4.5.1 Leadership styles

We are distributed close indeed questioners (from strongly disagree=one up to strongly agree=five) to participants to rate their knowledge, attitude, feeling and level of agreement on the existing type of leadership style operating in the organization. The questioner consists of 24 statements related to all three leadership styles and 16 statements related to project success. Based on this we can find the mean and standard deviation. From the mean we can find out how many of the respondents group are agree or disagree with the distributed statements and the less value of the mean means the participants are disagree to the statements and reciprocally. And Standard deviation was also used to express the variability of the measurements from the mean.

**Table 4.7 Distribution of Leadership styles**

LS	N	Mean	Std. Deviation
Transformational	39	3.82	.569
Transactional	39	3.55	.662
Laissez faire	39	2.60	.769
Valid N (list wise)	39		

Source: Own Survey 2023

From Table 4.7, transformational leadership has an average result of 3.82 (SD = 0.569). Therefore, it is above average, implying that Ethiopian telecom office is using a more transformational type of leadership. And transactional leadership has an average result of 3.55 (SD = 0.662). Therefore, it is also above average, implying that the Ethiopian telecom

office also uses a transactional type of leadership style. Similarly, laissez-faire has an average result of 2.60

(SD = 0.769) therefore it implying that Ethiopian telecom offices use laissez-faire type of leadership less frequently than the other two types of leadership styles. The standard deviation is an indication of how the range of the answers is dispersed from the mean value. From Table 4.7, laissez-faire leadership styles have a higher standard deviation, meaning that the respondents disagreed more with laissez-faire than transformational and transactional leadership styles.

#### 4.5.2 Project success

We are also distributed close indeed questioners (from strongly disagree=one up to strongly agree=five) to participants to evaluate accomplishment based on customer satisfaction, completed time, solving a problem, increasing performance, meeting target and expectation of the stakeholders. The questioner consists of 16 statements related to accomplishment. Centred on this we can find the mean and standard deviation. From the mean we can find out how many of the respondents group are agree or disagree with the distributed statements and the less value of the mean means the participants are disagree to the statements and reciprocally. And Standard deviation was also used to express the variability of the measurements from the mean.

**Table 4.8 product success summary**

	N	Mean	Std. Deviation
Project success	39	3.55	.530
Valid N (listwise)	39		

Source: Own Survey 2023

From the Above Table 4.8, descriptive statics mean score and standard deviation for product success is 3.55 and 0.530 respectively. Based on the result, accomplishment rate is above average. This implies the participants are satisfied with the project implementation process and output.

## 4.6 Inferential Analysis

According to Ethio telecom, the e-CAF project is one of the projects executed in 2017. The size of the project members are varied depending on the type, mission, project complexity, budget, time frame and scope of the project. In projects that were executed by Ethio telecom most of the times a minimum of 12 and a maximum of 50 project members permanently participate in a single project.

### 4.6.1 Pearson's correlation Coefficient

The correlation between the variables are analyzed using SPSS tool. The correlation displays the strength or the weakness of the two different variables. There is probability (p) value which determines the influence of one variable over the other variable. The threshold value of P is 0.005. if  $p < 0.005$  it means independent variable influence the dependent variable and  $P > 0.005$  the reverse is true.

,Table 4.9 Correlations of variables

		Project success	Transformational	Transactional	Laissez faire
Project success	Pearson Correlation	1	.357*	-.034	.320*
	Sig. (2-tailed)		.026	.836	.047
	N	39	39	39	39
Transformational	Pearson Correlation	.357*	1	.258	-.276
	Sig. (2-tailed)	.026		.113	.089
	N	39	39	39	39
Transactional	Pearson Correlation	-.034	.258	1	-.443**
	Sig. (2-tailed)	.836	.113		.005
	N	39	39	39	39
Laissez faire	Pearson Correlation	.320*	-.276	-.443**	1
	Sig. (2-tailed)	.047	.089	.005	
	N	39	39	39	39

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own Survey 2023

From table 4.9 the relationship between transformational leadership style and project success is significant and positive. Similar to this, there is positive correlation between project success and a laissez-faire leadership style. However, there is no correlation between project success and transaction leadership style.

## 4.6.2 Regression Analysis

Multiple regressions used to inspect the influence of one or more variable over the outcome variable. Therefore we can forecast the value of the outcome, if there is single unit change of independent variable. So we can understand that there is constant standard coefficient unit which correspond determinant and output variable. This constant unit is R square and it has a meaning if R square is above zero.

### 4.6.2.1 Multicollinearity Assumption Testing

Correlation is high if the tolerance value among predictors (independent variables) is below 0.2 or VIF is above 10. Therefore from table 4.10 the result shows that there is no multicollinearity issue.

**Table 4.10 Coefficients<sup>a</sup>**

Model		Co-linearity Statistics	
		Tolerance	VIF
1	Transactional	.784	1.276
	Laissez faire	.775	1.290
	Transformational	.901	1.110

Dependent Variable: Project success

All Leadership Styles Fulfilled the Assumption

Source: Own Survey 2023

### 4.6.2.2 Normality Assumption Testing

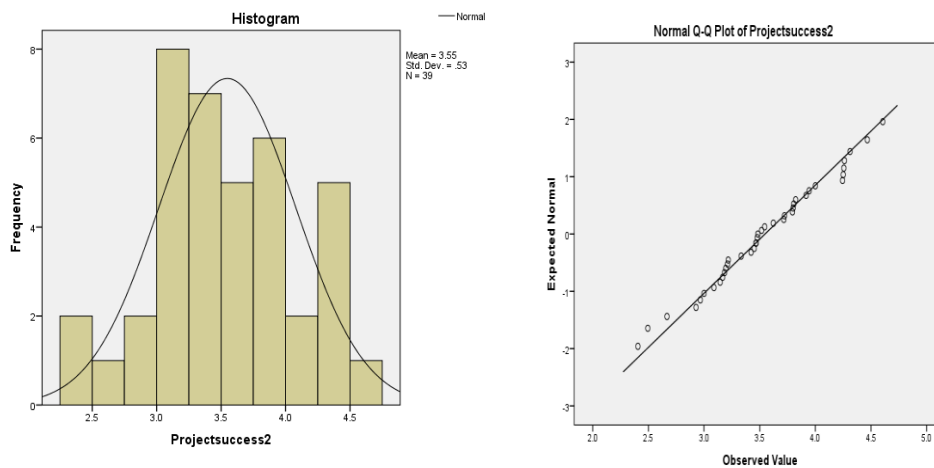
**Table 4.11 Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transactional	.159	39	.014	.944	39	<b>.051</b>
Laissez faire	.134	39	.073	.958	39	<b>.153</b>
Transformational	.160	39	.056	.947	39	<b>.057</b>

a. Lilliefors Significance Correction

Source: Own Survey 2023

Since the sample size is less than 50, we use Shapiro-Wilk Test. If the P-value is Greater than 0.05 then, it pass the normality test. Based on the result all pass the normality test.



Source: Own Survey 2023

### 4.6.2.3 Model Test

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.565 <sup>a</sup>	.320	.261	.439	1.570

Predictors: (Constant), Transformational, Transactional, Laissez faire

Dependent Variable: Project success

Source: Own Survey 2023

Durbin-Watson autocorrelation is between 0 and 4, and result between 1.5–2.5, it is accepted as the autocorrelation assumption. From table 4.12, the Durbin Watson test is 1.570 which satisfies the autocorrelation assumption in addition to this the adjusted R Square of 26.1% reveals that 26.1% of the variance in the project success is affected by the combination of the three leadership styles. This means 73.9% of the project success will be affected by factors other than leadership styles.

### ANOVA

**Table 4.13. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.170	3	1.057	5.479	.003 <sup>b</sup>
	Residual	6.749	35	.193		
	Total	9.919	38			

Source: Own Survey 2023

a. Dependent Variable: Project success

b. Predictors: (Constant), Transformational, Transactional, Laissez faire

Multiple regression ANOVA has been used to test the overall fit of the model. Since from ANOVA table above, result of p value is 0.003 which is significant. So the combined dimensions of the leadership style is better predictor of project success with degree of freedom at 95% confidence level because  $p > 0.002$ .

#### 4.6.2.4 Coefficients of the multiple regression analysis

Multiple regression coefficients were made to decide impact of leadership styles on the project success in Ethiopian telecom. We can identify also each independent variable contribution to the output variable. The P value also expressed the significant of each predictor variable on the project success.

**Table 4.14 Coefficients of the multiple regression**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co-linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.007	.773		1.304	.201		
	Transactional	.042	.121	.054	.342	.734	.784	1.276
	Laissez faire	.315	.105	.474	3.000	.005	.775	1.290
	Transformational	.426	.132	.475	3.229	.003	.901	1.110

a. Dependent Variable: Project success  
Source: Own Survey 2023

As it is revealed in Table 4.14, influence of transformational leadership on project success is statistically significant at 95% ( $p = 0.003$ ) and positive (Coefficient = 0.475). Therefore, hypothesis 1 is supported. This implies that the more the leader is transformational, the more successful the project will be. Therefore, making the leadership style transformational is a means to improve project success. This is consistent with past studies. For example, D.A. Aga (2016) found that transformational and project successes have a significant relationship. Similarly, as revealed in Table 4.13, influence of laissez-faire on project success is statistically significant at 95% ( $p = 0.005$ ) and positive (Coefficient = 0.474). Therefore, hypothesis 3 is not supported. This implies that the more the leader is "laissez faire, the more successful the project will be. Therefore, making the leadership style "laissez faire is a

means to improve project success. Transactional leadership style has no statically significant impact on project success. Therefore, hypothesis 2 is not supported.

#### 4.7. Hypothesis summary

Table 4.15 summary of hypothesis

Hypothesis	Description	Result	Decision
H1	Effect of Transformational leadership on project success is significant and positive	Sig(0.003) and positive (0.475) Beta=0.475 & p<0.05	Hypothesis is accepted
H2	Effect of Transactional leadership on project success is significant and positive	Sig(0.734) Beta=0.054 & p>0.05	Hypothesis is not accepted
H3	Effect of Laissez faire leadership on project success is significant and positive	Sig(0.005) and positive (0.474) Beta=0.474 & p<0.05	Hypothesis is accepted

##### 4.7.1 Outcome of testing hypothesis

As shown from table 4.9, the results of pearson correlation analysis showed three important findings: first, transformational leadership positively and significantly correlated with project success ( $r=0.475$ ,  $p<0.005$ ) therefore H1 was supported. Second, transactional leadership positively and significantly correlated with project success however ( $p>0.005$ ), therefore H2 was not accepted which means transactional leadership style is not significant or correlated with project success. Third, laissez-faire leadership style is positively and significantly correlated with project success ( $r=0.474$   $p<0.005$ ), therefore H3 was accepted. Statically, the finding demonstrates that transformational leadership is an important predictor of project success.

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

According to the outcomes of the current study, this chapter summarizes the key conclusions and recommended actions. Also included are certain restrictions and recommendations for additional research on the topic.

### 5.1 summaries of findings

The purpose of the study was to examine how leadership styles affected the success of the ethio telecom project. It also sought to determine whether there was a link between leadership style and e-CAF project success.

The study adopted descriptive and explanatory survey design to observe the relationship between the variables. Data was collected from primary data using close ended questionnaire. from population of 45 using simple random method. From this population 39(86.6%) were correctly rated and returned. The collected data analyzed using SPSS tool and summarized as below:

- ❖ The study result shows that, there is statically significant and positive relationship between transformational leadership style with project success (sig(0.003),  $p < 0.05$ ).
- ❖ From the descriptive analysis ethio telecom leaders are more practicing transformational and transactional leadership style (mean value 3.82 and 3.55 respectively).
- ❖ The study findings verified that there is a relationship between transformational leadership style and project success at Ethiopian telecom.
- ❖ The result findings prove that the e-CAF project success at ethio telecom was at a moderate level (mean value = 3.56).

## 5.2 Conclusions

The study sought to investigate how ethio telecom project success was impacted by leadership style. And data for the study was gathered from ethio telecom agents and staff from various zones.

From the descriptive analysis

- ❖ Transformational, transactional and Laissez-fair leadership styles were practiced at e-CAF project in ethio telecom.
- ❖ Transformational leadership style has a mean value equal to 3.82, similarly transactional leadership mean value equal to 3.55 and laissez-fair leadership style was 2.60. From this result Transformational leadership style is more practiced than the other two leadership styles at e-CAF project in ethio telecom.
- ❖ According to the findings of regression analysis, the leadership style of transformation had a substantial impact on the project's performance.

## 5.3 Recommendations

The following detailed suggestions are provided in light of the findings of the descriptive and inferential analysis performed in this study:

- ❖ Based on the study's findings, transformational leadership styles are practiced at ethio telecom above the average extent (mean=3.82), and they have a significant and favorable link with project success. Therefore, Ethiopian Telecom concentrates more on enhancing the operation of this leadership style within the company for major achievement.
- ❖ Laissez-faire leadership was found to be the least used style of leadership (mean=2.60) at e-CAF project in Ethiopian telecom, but the results of the regression showed that this style of leadership had a significant and positive effect on project success. According to the findings, there is a contradiction between the reality and the nature of the organization (which provides services to customers), so the staff needs a prompt response to any requests from

the closest leader. They also need to be able to share ideas and make quick, collaborative decisions on time, which are fundamental elements of a successful operation. Laissez-faire leadership is thus practiced at Ethiopian Telecom in accordance with the six measuring items (instruments) lagging each operator action, which also extends project implementation time in addition to leaders' frequent absences. The project success at Ethiopian Telecom is ultimately impacted by this, which also discourages followers from working hard. As a result, the paper has to be examined by additional researchers to resolve the inconsistency.

- ❖ Based on the ethio telecom organizational structure. To improve the performance of project success, managers or leaders from ethio telecom should see other alternatives like practicing different leadership styles with in different departments.

The management of ethio telecom are advised by this research to understand the extent to which leadership styles have an impact on project success. The concerned management group prioritizes those facts to improve the project success based on the aforementioned recommendations.

#### **5.4 Direction for future study**

In this study the survey was only limited to ethio telcom not including the other industries. Future research can be conducted in other sectors or industries.

There was also time constraint that could have affected the study out comes negatively.

Generally there is a contradiction from earlier research, so repeating this study is suggested to make the contradictions clear. Therefore further study in different industries is encouraged.

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## APPENDIX



### **Collage OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE**

### **Questionnaire to be filled by employees and agents of Ethio Telcom**

#### Research Questionnaire

##### **Survey Questions**

This research questionnaire is designed for partial fulfillment of Master Degree in Business Leadership at Addis Ababa University School of commerce. The title of the study is ‘the effect of leadership styles on project success: case of ethio telecom e\_CAF project. Please takes a few moments to read over the questions carefully and there are no rights or wrong answers, so please try to answers the questions honestly. Your responses will be kept private, and you will stay anonymous after completing the survey. Please put an [X] on your answer.

If you have any questions, you may contact me (Bealu Demissie) via my mobile phone number 251911982010 or email bealu19@gmail.com. Finally, I would like to thank you very much for your participation in this study.

**I. Demographic information of Project participants**

**1. What is your gender?**

Male  Female

**2. Which category below includes your age?**

Below 25  25-29  30-39  40-49  50-59  60 or older

**3. What is your occupational status in ethio telecom?**

Project Team  Other  \_\_\_\_\_  
Sales Team  IT Team   
Vendor Team  Marketing Team  Agent

**3. Length of service or work experience?**

0-5 year  6-10years  11-15  16-20  21 years and above

**4. What is your current education level attained?**

PHD   
MA/MSc Degree   
BA/BSC Degree   
Certificate or diploma   
Elementary & High School Completed

**Section II: Questions on Leadership Styles**

**6.** The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rate your supervisor against each statement to indicate your level of agreement with what the statement is suggesting. Please tick (X) your preferences on the 5 point Likert scale prepared for this purpose.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Statement	1	2	3	4	5
<b>Transformational Leadership</b>					
The Team members have complete faith in the leader?					
The leader enables team members to think about old problems in new ways?					
The leader gives personal attention to a team member who seems neglected?					
The team members are proud of being associated with the leader.					
The leader confident that the project goals will be achieve					
The leader provide team members with new ways of looking at puzzling things					
The leader help each member of the team to develop his/her strengths.					
He/she make the team members feel good to be around me?					
the leader help team members find meaning in their work?					
He get team members to rethink ideas that they had never questioned before.					
The leader attentive to the unique concerns of each team member					
The leader show the team that he or she optimistic about the future of the project.					
<b>Transactional Leadership</b>					
Provides me with assistance in exchange for my efforts					
Re-examines critical assumptions to question whether they are Appropriate					
Team members must be given rewards and punishments in order to motivate them to do their jobs					
Expresses satisfaction when I meet expectations.					
As long as things are working, my supervisors do not try to change anything					
Effective leaders give orders and clarify procedures					
<b>Laissez Faire Leadership</b>					
Avoids getting involved when important issues arise					
Fail to interfere until problems become serious					
Avoids making decisions					
Delays responding to urgent questions					
Is absent when needed					
It is wise to leave subordinates alone in general.					

### Section III Questions on project success

7. These questions are Indicate your level of agreement with the following statements relating to the success of e\_CAF project in ethio telecom. Please make a “X” mark on your

response to each statement according to the five point scale labeled at each statement.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Statement	1	2	3	4	5
<b>Project success</b>					
The project was completed on time.					
The project was completed according to the budget allocated.					
The outcomes of the project are used by its intended end users.					
The outcomes of the project are likely to be sustained.					
The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.					
Given the problem for which it was developed, the project seems to do the best job of solving that problem.					
Project team members were satisfied with the process by which the project was implemented.					
I was satisfied with the process by which the project was implemented.					
The project had no or minimal start-up problems because it was readily accepted by its end users.					
The project has directly led to improved performance for the end users/target beneficiaries.					
The project has made a visible positive impact on the Target beneficiaries.					
Project specifications were met by the time of handover to the target beneficiaries.					
The target beneficiaries were satisfied with the outcomes of the project.					
Does the project meet the expectations and goals established for the project					
Ethio Telecom was satisfied with the outcomes of the project implementation.					
The project meet customer satisfaction					

**Thank You for Your time!!!**