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COLLEGE OF BUSINESS AND ECONOMICS
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**THE EFFECT OF LEADERSHIP STYLES ON PROJECT SUCCESS: CASE OF ETHIO
TELECOM 4G LTE ADVANCED DEPLOYMENT IN SOUTH EAST REGION**

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Requirement for the Degree of Master in Business Leadership

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DECLARATIONS

I ANGO GELANA, do hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other university/institution.

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Signature

September, 2021

Date

CERTIFICATION

This is to certify that Ango Gelana has carried out his thesis on the topic entitled: “THE EFFECT OF LEADERSHIP STYLES ON PROJECT SUCCESS: CASE OF ETHIO TELECOM 4G LTE ADVANCED DEPLOYMENT IN SOUTH EAST REGION”. This work is original in nature and suitable for the award of degree of Masters in Business Leadership.

Wubeshet Bekalu (Ph.D)

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ABSTRACT

The study's goal was to determine the effect of leadership on project success in the context of ethio telecom's 4G LTE advanced deployment in the southeast region. With a target population of 40 people, the study used explanatory research approach. Questionnaires were used to collect data, which was then analyzed using descriptive statistics. Only 35 viable responses were gathered from the 40 questionnaires sent to the respondents. The study seeks to establish the relationship between leadership styles, leader experience, and leadership skills which are independent variables and projects success which is dependent variables. The measurement model was tested for multicollinearity using regression diagnostics tests, and the results indicated that the variables utilized in the study were reliable and the measurement model was valid. According to the conclusions of the study, leadership skill and leadership styles have significant impact on the effectiveness of 4G LTE advanced deployment in the Southeast region. Because LTE technology is new and most of the respondents are young workforce with less experience in the company leadership experience is found out to have less effect on project success. The findings also demonstrate that democratic leadership is more successful. The study's conclusions are critical for policymakers who are developing legislation aimed at strengthening project leadership.

Keywords-*LTE project success, leadership style, leadership skill, leadership experience*

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LIST OF ABBREVIATIONS AND ACRONYM

ANOVA	Analysis of variance
ETA	Ethiopian Telecommunication Agency
ETC	Ethiopian Telecommunications Corporation
GTP	Ethiopia's Growth and Transformation Plan
IBTE	The Imperial Board of Telecommunications
LTE	Long Term Evolution
SD	Standard Deviation
4G	Fourth generation

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Leadership has long been considered a crucial factor that influences innovation and performance within the workplace (Keegan and Den Hartog, 2004; Yang, Huang and Wu, 2011). In project-based organizations, the leadership of managers is vital in facilitating improved project performance (Shamir, 1992). According to (Zenger and Folkman, 2012), leadership skill is defined as the ability and capacity to carry out complex activities involving ideas (cognitive skills), things (technical skills), and other people (human skills) through deliberate, systematic, and sustained effort arising from talent, training, or practice.

Projects are successful if they're completed on time, within budget, and to performance requirements (PMBOK, 2017). So as to bring the various components of an outsized project into control there's an outsized toolkit of techniques, methodologies, and tools. These techniques provide the tools for managing different components involved during a project: planning and scheduling, developing a product, managing financial and capital resources, and monitoring progress.

However, the success of a project will always rest on the skills of a project manager. In this paper the effect of leadership styles, experience, and skill on project success are going to be assessed. (Walker et al., 2011) stressed the need of re-examination of the skills, amount of experience and leadership styles required by project manager to deliver projects successfully. This research attempts to fill the gap of empirical evidence, regarding leadership styles and their effect in telecom sector through investigation of the effect of leadership skills(technical, human, and conceptual), leader experience (years served in the industry) and leadership styles (autocratic, democratic, and

laissez-faire). Project Success means the completion of 4G LTE network deployment in south east region by ethiotelecom satisfying the necessary requirement.

1.2 Background of the Organization

1.2.1 Historical Overview

Ethiopian Telecommunications Corporation is that the oldest public telecommunications operator in Africa, established in 1894. In those years, the technological scheme contributed to the mixing of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country.

Ethio telecom possesses its current status since 29th November 2010 as a neighborhood of Ethiopia's 2005/06 – 2009/10 GTP following the federal government's decision to specialize in improving telecom services, taking them as key to national development. Consequently, the country's telecom infrastructure and services are transformed to world-class standards to facilitate the event of the country with an excellent paradigm shift within the improvement of the world.

1.2.2 Vision and Mission

Ethio Telecom envisions to be a top-tier telecommunications service provider. Its mission includes Providing Ethiopia with cutting-edge telecom services, benefit nation's development while ensuring high customer happiness, create a recognized brand that is known for taking care of its clients, enhance Ethio Telecom's administrative and human resource capabilities, allowing it to compete on a global scale, and encourage communal and environmental growth.

1.2.3 4G LTE Technology

Ethio telecom has launched a fourth generation (4G) technology mobile service within the capital Addis Ababa in 2015 G.C for the primary time. Recently the service has been availed in different regional states in an effort to create a digital economy and to address the increased needs of users.

1.3 Statement of the Problem

Leadership has an impact on project culture, strategy, and team dedication (Shore, 2005). Many projects continue to fail despite advances in project management methodologies, leadership being a major cause (Berg & Karlsen, 2007; Ellemers, DeGilder, & Haslam, 2004; Schmid & Adams, 2008). (Walker et al., 2011) stressed the need of re-examination of the skills, amount of experience and leadership styles required by project manager to deliver projects successfully.

The motivation for the study emerges from the fact that not much has been done on effect of leadership on telecom project success in the case of ethio telecom to the best of my knowledge. This research attempts to fill the gap of empirical evidence, regarding leadership styles and their effect in telecom sector through investigation of the effect of leadership skills, leader experience and leadership styles. Furthermore, it is crucial to examine the company specific factors that influence project success.

1.4 Research Objectives

1.4.1 General Research Objective

The general objective of the study is to look at the effects of leadership on 4G LTE project success in south east region.

1.4.2 Specific Research Objective

- i. To determine the effect of leadership skills on 4G LTE project success,
- ii. To determine the effect of leadership experience on 4G LTE project success,
- iii. To determine the effect of leadership styles on 4G LTE project success.

1.5 Research Question

This paper will answer the following research questions:

1. To what extent does leadership skills, experience and styles affect 4G LTE project success?

1.6 Significance of the Study

Findings of the study has great importance as they will show how leadership influence project success, and help in looking for those qualities while selecting project managers. Moreover, the finding of the study will give lesson for government sponsored projects that have failed due to inefficient and unprofessional management.

Future scholars and academicians will benefit from this study as it will form the basis for future research as well as provide literature material for future research. The findings of this study will add to the body of knowledge on the effects of leadership on the success of projects.

1.7 Scope of the Study

The study aims to determine the effect of leadership skill, experience and style on 4G LTE project success, where leadership skills, leader experience and leadership styles are independent variable and project success is dependent variable. The study focus on ethioteleom project office team who participated in 4G LTE deployment of south east region: Adama, Bishoftu, Modjo, Dukem, Gelan, and Awash Melkasa towns. Explanatory research design is followed with quantitative method of

data analysis. Data was collected between June and July 2021 G.C, with the help of questionnaire. The study targeted leaders and the employees involved in the implementation of the project.

1.8 Limitation of the Study

The sample size used in the study is relatively small and all the respondents are from technical domain, this will affect the ability of the data to explain the model.

1.9 Definition of Terms

Leadership: the power to determine vision and direction, to influence and align others towards a standard purpose, and to empower and encourage people to realize success (Sadler-Smith, 2006).

Leadership Experience: Describe your exposure to leading other people in various settings (Schweitzer, 2021).

Leadership Skill: A capability and capacity acquired through deliberate, systematic, and sustained effort arising through talent, training or practice to smoothly and adaptively carryout complex activities or job functions (Moura, 2021).

Leadership Style: Behavioral patterns and manner in which a leader adopts to influence the behavior of his subordinates and motivate them towards the achieving a certain goal (Lewin, 1939).

Project: A short lived endeavor undertaken to make a singular product, service, or result (PMBOK, 2017).

Project Management: The appliance of processes, methods, skills, knowledge and knowledge to realize specific project objectives consistent with the project acceptance criteria within agreed parameters (PMBOK, 2017).

Project Success: The completion of an activity while satisfying the three project constraints, namely, cost, time and performance (Kerzner, 2009).

1.10 Organization of the Study

Chapter one deals with the introductory part of the study. Chapter two discusses literature review, and conceptual framework. Chapter three describe the data collection, data analysis and methodological issues of the study. Chapter four presents the presentation, analysis, and interpretation of the study. Chapter five contain the study's summary, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

This section will discuss theoretical review of the topic under study, empirical review, research gaps and conceptual framework.

2.1 Theoretical Literature Review

Although leadership is one of the most examined phenomena in social sciences as well as in business studies, the mystique of leadership has remained intact, for none of these theories have fully explained the phenomenon (McCaffery, 2004). Plato's Republic emphasized that in the ideal nation-state, effective leaders used reasoning capacities and wisdom to lead others. He offered a lifelong "assessment plan" to help select such leaders (Zaccarro et al., 2004).

Machiavelli, within the Prince, defined power and therefore the ability of leaders to know social situations and to control them in practice of leadership as key leader attributes. Contrary to Aristotle, Machiavelli suggested slyness as a pacesetter attribute, prescribing that leaders use but virtuous means of gaining power and social legitimacy if more virtuous means were inadequate (Zaccarro et al., 2004). These early writings from antiquity to the primary a part of the 20th century attest to the enduring and compelling notions that leaders have particular qualities distinguishing them from non-leaders, which these qualities are often identified and assessed (Zaccarro et al., 2004).

The study will review and introduce ideas that address the major research question, "to what extent does leadership skill, experience, and styles have effect on 4G LTE project performance," in this part. This will be accomplished by evaluating the effects of leadership skill, experience, and styles

on project success, and then summarizing the findings into frameworks that meet the research objectives.

2.1.1 Leadership Theories

A. Trait Theory of Leadership

The trait approach was one among the primary systematic attempts to review leadership. However, the term trait has been the source of considerable ambiguity and confusion within the literature, referring sometimes and variously to personality, temperaments, dispositions, and skills, also on any enduring qualities of the individual, including physical and demographic attributes (Zaccarro et al., 2004). Within the early 20th century, leadership traits were studied to work out what made certain people great leaders. These theories concentrate to name the natural qualities and characteristics possessed by great social, political, and military leaders.

These ideas aimed to pinpoint the inherent features and characteristics that great social, political, and military leaders possessed. People were thought to be born with certain characteristics, and that only the "great" people possessed them. During this time, studies focused on identifying the characteristics that distinguished leaders from followers (Northouse, 2007). Northouse, provides a good summary of the traits and characteristics that were identified by researchers from the trait approach.

Table 1. Summary of the traits

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader and Alliger (1986)	Kirkpatrick and Locke (1991)
Intelligence	Intelligence	Achievement	Intelligence	Drive
Alertness	Masculinity	Persistence	Masculinity	Motivation
Insight	Adjustment	Insight	Dominance	Integrity
Responsibility	Dominance	Initiative		Confidence
Initiative	Extroversion	Self-confidence		Cognitive ability
Persistence	Conservatism	Responsibility		Task knowledge
Self-confidence		Cooperativeness		
Sociability		Tolerance		
		Influence		
		Sociability		

Source: Northouse, P. G. (2007). Leadership: Theory and Practice. 4th ed.

The five leadership traits that consistently reappear in many of these studies are: Intelligence, self-confidence, determination, integrity, and sociability.

The trait approach preached that leadership ability is innate and linked to non-public qualities. The trait approach is best described by the popular phrase - "He's a born leader." The trait perspective put forth the concept that some people are born with certain qualities necessary to leadership roles.

B. Behavioral Theory

Lewin et al. (1939), in 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. While subsequent research has since revealed more unique varieties of leadership, this early study was immensely influential in establishing three basic

leadership styles based on the behavior of the leader, which has served as a springboard for more defined leadership theories:

1. **Autocratic leaders:** make decisions without consulting their teams.
2. **Democratic leaders:** allow the team to supply input before making a choice, although the degree of input can vary from leader to leader.
3. **Laissez-faire leaders:** don't interfere; they permit people within the team to form many of the choices.

Autocratic leaders, sometimes known as authoritarian leaders, set clear expectations for what has to be done, when it needs to be done, and how it should be done. This type of leadership emphasizes both the leader's authority and the followers' control. In addition, there is a clear distinction between the leader and the members. Authoritarian leaders make choices without consulting the rest of the organization (Lewin et al., 1939).

Lewin's study found that participative leadership, also referred to as democratic leadership, is usually the foremost effective leadership style. Democratic leaders provide advice to members of the group, but they also participate in the group and allow for feedback from others. In Lewin's study, children during this group were less productive than the members of the authoritarian group, but their contributions were of a better quality. Participative leaders encourage group members to participate but retain the ultimate say within the decision-making process. Group members feel engaged within the process and are more motivated and artistic. Democratic leaders tend to form followers desire they're a crucial a part of the team, which helps foster commitment to the goals of the group (Lewin et al., 1939).

According to Lewin, children under delegative leadership, also referred to as laissez-faire leadership, were the smallest amount productive of all three groups. The youngsters during this group also made more demands on the leader, showed little cooperation, and were unable to figure independently. Delegative leaders provide little or no direction to group members and let them make their own decisions. While this style are often useful in situations involving highly qualified experts, it often results in poorly defined roles and a scarcity of motivation. Lewin noted that laissez-faire leadership attended end in groups that lacked direction where members blamed one another for mistakes, refused to simply accept personal responsibility, and produced a scarcity of progress and work. However, this sort of leadership could also be effective in teams that are motivated, highly skilled and knowledgeable. There's a high level of trust between the team and therefore the leader. These are often mentioned as Self-Managed or Autonomous teams (Lewin et al., 1939).

Behavioral theory focuses on the precise behaviors and actions of leaders instead of their traits or characteristics. The idea suggest that effective leadership is that the results of many learned skills. Within the model proposed by Katz within the Harvard Business Review, titled "Skills of an efficient Administrator" from 1955, he recognizes three different abilities that a pacesetter should have. These are: technical, human, and conceptual skills. A technical skill is knowledge about and competency and proficiency during a specific work or activity. A person's skill is one that permits to figure with people. A conceptual skill are abilities to figure with ideas and ideas.

Katz concluded that the relevance of each set of abilities (technical, human, and conceptual) was exactly proportional to the person's position within the organization, based on his observations. Consistent with Katz (1955), the upper someone was within the organization, the less technical skills were required to fill the position and more conceptual skills were required. Conversely, the

lower the position within the company, the more technical capabilities and the fewer the conceptual skills necessary. However, human skills are always required regardless of the extent or the position within the organization.

C. Contingency Theory

In his seminal 1964 article, "A Contingency Model of Leadership Effectiveness," Austrian psychologist Fred Edward Fiedler proposed the contingency theory of leadership. The contingency hypothesis emphasizes the importance of a leader's personality as well as the context in which he or she functions. Fiedler and his associates studied leaders during a sort of contexts but mostly in military context and their model is predicated on their research findings. They outline two sorts of leadership: task-motivated and relationship-motivated.

Fiedler measured leadership style with the Least Preferred Co-Worker Scale (LPC scale.) The leaders scoring high on this scale are relationship motivated and those scoring lows are task motivated (Northouse, 2007). Contingency theory, while it has some advantages, falls short when it comes to explaining why certain leadership styles are effective in some contexts but not in others.

D. Transformational-Transactional Leadership Theory

Transformational-transactional theory of leadership was first set out by Burns (1978) and later expounded by Bass (1985). Transactional leadership theory emphasizes the realization of a desired outcome or result. The reason of objectives and recognizing employees once goals are achieved is predicted to end in improved levels of performance (Bass, 1985). Transactional leader is aimed toward ascertaining that the direction to be followed for goal attainment is correctly comprehended by the actors in an effort to motivate the actors to succeed in the predetermined targets (House and Aditya, 1997). Transactional leaders are those who describe job and task criteria to steer or

encourage their followers in the direction of stated goals. These leaders focus on the present and excel at keeping the organization running smoothly and efficiently.

Transformational leadership theory on the other hand states that a leader is effective only if he can transform or change the perceptions, behavior, and expectations of the followers and direct them towards common goal. It is a form of leadership that stimulates & inspires followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. The follower is inspired to go further and do more in a transformational leadership style because he or she believes in, admires, is loyal to, and respects the leader (Bass, 1985; Katz & Kahn, 1978).

2.2 Empirical review

2.2.1 Leadership skills and project success

Hussain Awan et al. (2015) the impact of a project manager's soft leadership qualities on the project's success was investigated. This study indicates that a statistically significant positive relationship exists between each of identified soft leadership skills and success of project and moderation impact of team work on soft leadership skills. Communication skills, coordination skills, and problem-solving and analysis abilities have the strongest links to project success, followed by interpersonal skills and team-building skills. Following the above identified soft leadership skills by this study will provide organizations with key areas to focus and improve/ train project managers and team members to successfully execute projects.

Bayani et al. (2015) conducted a study on leadership skills of project manager for a successful construction project. consistent with Bayani, there are seven leadership skills that an honest project manager possesses; communication skills, problem solving and decision-making skills, team building skills, conflict resolution skills, planning and talents in goal-setting, accountability, and

time management. Supported seven skills that needed as a project manager, to possess skill in planning and setting target on the development project is seen because the most vital skill acquired among the remainder. The study concluded that project manager leading characteristics influence the success of the project positively, and it are often acquired through never-ending training and learning.

H1: Leadership skill has an effect on 4G LTE project success.

2.2.2 Leadership experience and project success

Semerádová and Mrázek (2015) looked at the connections between project-oriented education, experience, and project success. The results of the ANOVA test suggest that project budget is irrelevant in terms of project success whereas education, experience and the number of implemented projects influence to some extent the project outcomes. Similarly, Besteiro, Pinto, and Novaski (2015) identified the project manager's experience as one of the critical factors for project success.

Hoxha (2018) examined the connection between project manager's age and years of project experience and project success. The participants in this study were 108 LinkedIn members who were either active or previous project managers in Albania or Kosovo. The study wasn't grounded during a named theory; rather, supported the conceptual framework that project managers' age and years of project experience may predict project success. Project managers' age and years of project experience were independent factors, and project performance was the dependent variable. The results revealed that age features a negative, though not statistically significant, effect on project success. Project managers' experience features a positive influence on project success. Hoxha (2012), an identical study is frequently undertaken with project managers from other nations to see

whether there are any differences in terms of the project managers' nationalities, ethnicities, or cultures.

H2: Leadership experience has an effect on 4G LTE project success.

2.2.3 Leadership style and project success

Yukl (2001) introduced three different leadership styles which are autocratic, democratic and laissez faire. Employees working with democratic leaders, according to Yukl, are characterized by a high level of satisfaction, innovation, and motivation. Yukl state that autocratic leaders mainly focus on greater quantity of output. Yukl also state laissez faire leadership will best suit for leading a team of highly skilled and motivated people.

Impact of Leadership Styles on Project Success - The Case of a Multinational Company was investigated by Blaskovics (2014). The research had a twofold aim. One of the aims was to identify those success criteria of which the project managers having an impact on. The second aim of the research was about leadership styles; a democratic or dictatorial leadership style is applied by project managers in order to ensure project success. The research outcomes were the project managers directly have an impact on the project triangle and on the stakeholder satisfaction, while they have an indirect impact on the client satisfaction. The study's second finding was the distinction between two types of leadership styles: general and chess player. The first one finds the hierarchical/organizational features very important, while the second one finds communication and proper, capable and motivated project team very important. If the project manager and the organization wish to maximize the potential for project success in a knowledge intensive, worker oriented IT company, the correct leadership style for project managers is the chess player or a leadership style where the chess player features are the dominating.

Jiang (2014) conducted a study to find that whether the project success is influenced by leadership style. Leadership is crucial to project success, according to a literature assessment of three components of knowledge. Although the project itself is not a crucial component in project success, the description and analysis provided above successfully demonstrate that leadership style has an impact on project performance. In addition, the project type needs special care, the positive influence from leadership to project success depends on whether appropriate leadership style has been selected according to project type. Further studies are required to prove the view point.

Research conducted by Sebahattin Yıldız et al. (2014) to reveal the effects of leadership styles and innovativeness on business performance, theory and research suggest that both leadership and innovativeness have important consequences for business performance. However, this relationship is not the same because of sector, location, size and other variables. Transformational and transactional leadership approaches were used in this project. This research is explanatory in nature, with a questionnaire as the primary data collection tool. The case study includes 576 persons from Istanbul working in the service and industrial sectors. The findings indicate that two leadership styles, as well as innovativeness, have a beneficial impact on corporate performance. Business performance is proven to be boosted by innovativeness, transformational leadership, and transactional leadership.

Bianca Novo et al. (2017) researched to explore the leadership profiles of project managers, also on examine the body of evidence presented so as to discern statistical significance between the leadership of project managers and success in their projects. According to the findings, project managers that possess a variety of leadership attributes are more likely to be successful. According to relevant studies, project managers' leadership talents and the success of their initiatives are inextricably linked. Both results were compared to project managers' own leadership approaches.

Mohamed Hassan and Rahman Ismail (2019) conducted research to see how project managers' leading styles (autocratic, democratic, and laissez-faire) affect project workers' turnover intentions, taking into account the two most important factors in turnover intentions: motivation and job satisfaction. Practical implication of this study is that in order to retain ICT project workers project managers need to possess not only managerial competence in managing project but also interpersonal competence to deal with managing people such as able to motivate, inspire, support, creating and fostering better work environment through mutual trust and respect but above all the project manager must be ethical and authentic. Project manager should ready to identify and adopt right combination of leadership style and behavior watching the situational of the project, project workers and team member and organizational structure. The study also looked at how various leadership styles, such as autocratic, democratic, and laissez-faire, affect project workers' motivation and enjoyment at work, and found that autocratic and laissez-faire approaches were the foremost effective.

H3: Leadership style has an effect on 4G LTE project success.

2.3 Research gaps

According to previous studies (e.g., Byrd & Turner, 2001), project managers need both hard and soft abilities to succeed. In practice, however, their interconnectedness has been largely overlooked. New tendencies have been discovered by recent studies (Klaus, 2010). According to a study, hard talents account for only 15% of one's achievement, whereas soft skills account for 85% of success (Watts & Watts, 2008, as cited in John, 2009). A general understanding exists that an uneven concentration on hard elements may understate the human factors that can have a major impact on the hard factors that are generally used to determine project success (Jetu & Riedl, 2012).

Riaz, A. et al. (2013) states that project manager must apply right skills at right time and embrace right knowledge for right jobs. A substantial amount of research is required to design and validate a single model for project manager leadership that is applicable to all projects in all countries and industries. The impact of project management qualification on project success and career outcome also need to be addressed in future research.

The motivation of the study emerges from the fact that gaps from above need to be filled and to check the validity of previous works in the context of ethio telecom.

2.4 Conceptual framework

Independent Variables

Dependent Variable

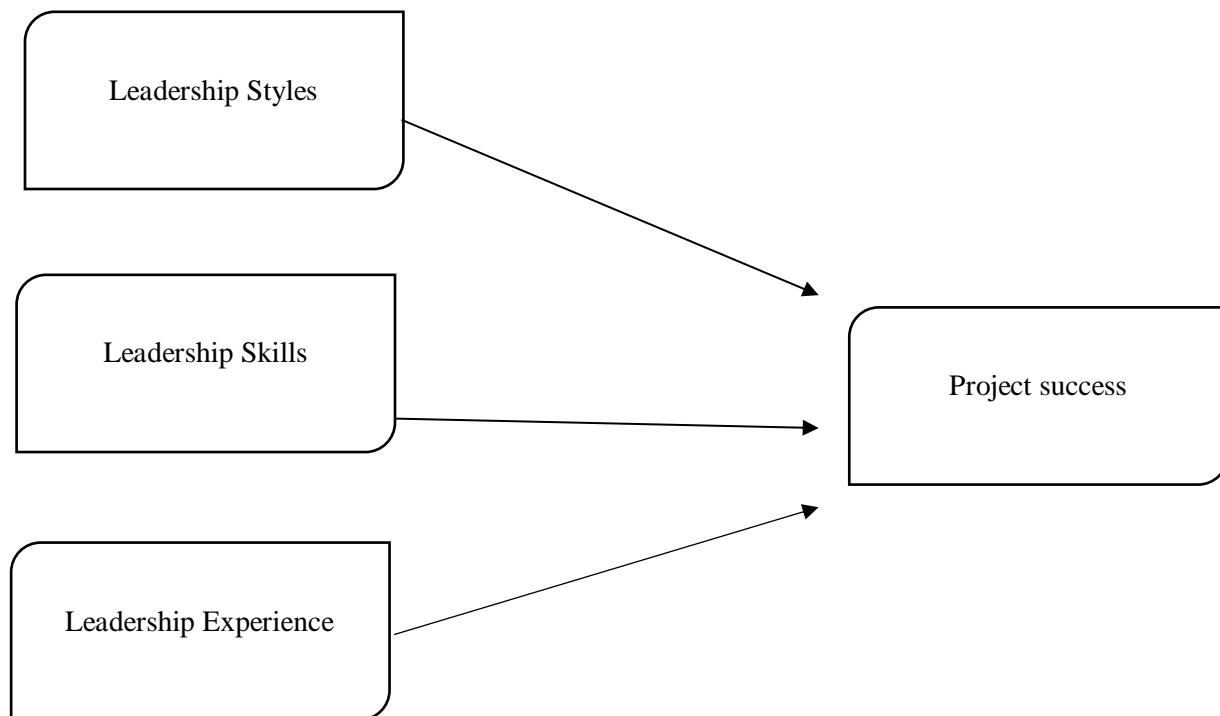


Figure 1. Conceptual framework

Source: Author's Own Construction (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides an overview of the research methods used in the study. It contains information about the participants, such as the study's eligibility requirements, who the participants were, and how they were sampled. The researcher explains why the researcher adopted the research design used for this study. The instrument that was used to gather data is also detailed, as are the methods that were followed to conduct this investigation. The methods utilized to analyze the data are also discussed by the researcher. Finally, the ethical considerations that were taken into account during the procedure are highlighted.

3.1 Research Approach

The quantitative method is used in this study to confirm or deny the research question. Quantitative method is a method of investigation in which the researcher uses methods of investigation such as experiments and surveys to collect data on preset instruments that produce statistical data (Creswell, 2014).

3.2 Research Design

The research design adopted for this study is explanatory research design, because it is suitable to establish effect of leadership on project success. According to Grey (2014), explanatory study seeks out causes and explanations, as well as data to support or contradict a theory or prediction. It is carried out in order to find and report some correlations between various components of the phenomenon under investigation (Grey, 2014).

3.3 Study Population and Sampling Design

The study focused on personnel from the ethiotelecom project office, including project managers, project coordinators, team leaders, and team members who worked on the rollout of 4G LTE advanced services in the South East region. Because the target population confirmed from the project office is 40 people, there is no need to obtain a sample because the population is small and manageable.

3.4 Data Collection Instruments

The researcher will use questionnaires as the data collection tool. The questionnaire was designed to meet the research objectives, with the first section capturing the demographic characteristics of the respondents, the second section probing leadership styles, the third section probing leadership skills, the fourth section probing leadership experience, and the final section probing project success. Online form of the questionnaires will be addressed to respondents so they can fill and submit it online.

Each variables have group of dedicated questions with 5-point Likert type scale and to describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

3.5 Method of Data Analysis

For data analysis, the study used quantitative method. Quantitative data was evaluated using descriptive statistics such as frequencies, percentages, means, and standard deviations and provided in the form of tables and charts. A multiple linear regression analysis was also used to determine the link between the independent and dependent variables in the study.

The equation for multiple linear regression was:

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

Whereby Y = Project Success

X1= Leadership Style,

X2= Leadership Skill,

X3= Leadership Experience

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

3.6 Reliability and Validity

Reliability is checked using Cronbach's alpha and Validity is checked using Pearson's correlation.

3.6.1 Reliability

Reliability is checked using Cronbach's alpha and from the result Overall reliability is good.

Table 2. Summary of measures

No.	Study Variables	Source of item	No. of items	Cronbach's Alpha results
1	Leadership Style	Lewin's leadership framework	18	.664
2	Leadership Skill	SAGE Publications Inc	6	.854
3	Leadership Experience	SAGE Publications Inc	5	.755
4	Project Success	PMBOK, 2017	6	.759

3.6.2 Validity

Validity is checked using Pearson's correlation and to do so the degree of freedom is calculated with the following formula, $DF = N-2$. Critical value from the table at $DF = 33$, is 0.334. Accordingly, all questions are significant at 0.05 level of significance and valid having value greater than critical value in the table.

3.7 Ethical Considerations

While administering the data collection tools to the respondents, the researcher exercised extreme caution to ensure that their rights and privacy were respected. Prior to the actual administration of the instruments, the respondents were given an overview of the study's goal and purpose. The results of the study were presented without any manipulation or influence from the researcher.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 Introduction

This chapter analyzes and discusses the findings of a study on the impact of leadership on the success of ethio telecom's 4G LTE advanced deployment in the south-east region, as well as the model's estimates from the previous chapter.

4.2 Response Rate

Out of the 40 issued questionnaires to the respondents, 37 questionnaires representing 92.5% of the total questionnaires distributed were returned fully completed, while 3 questionnaires were not returned, representing 7.5%, and out of 37 returned 2 of them were not filled correctly and were excluded. According to Pallant (2005), a response rate of 50% is adequate for analysis and reporting; from this analysis, it can be inferred that the response rate of the study was good, since it is above the 50% statistical significance.

4.3 Demographic Characteristics of Respondents'

This sub-section presents the demographic features of 35 sample respondents. According to the data, the study included both male and female respondents, with the males accounting for 74.29% of the total, while the females accounted for 25.71%. The majority of the respondents are young who worked in the company 3 years and above. Demographic summary of respondents' is presented in the table below.

Table 3. Demographic summary

No	Demographic summary	Label	Frequency	Percent
1	Gender	Male	26	74.29
		Female	9	25.71
		Total	35	100
2	Age	21-29	18	51.43
		30-39	13	37.14
		40-49	3	8.57
		50-59	1	2.86
		Total	35	100
3	Occupation Status	PM and above	2	5.71
		Project coordinator	3	8.57
		Team leader	3	8.57
		Team member	27	77.14
		Total	35	100
4	Length of service	1-3 years	4	11.43
		3-5 years	15	42.86
		5 years and above	16	45.71
		Total	35	100
5	Education level	Degree	20	57.14
		Diploma (TVET)	2	5.71
		Postgraduate	13	37.14
		Total	35	100

4.4 Descriptive Statistics for Study Variables

To describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

4.4.1 Success of 4G LTE advanced deployment in south east region

The respondents were given the following statements to determine how much they agreed with the statements about the success of 4G LTE advanced deployment in the southeast region, with 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree. The results are shown in Table 8 below.

Table 4. Success of 4G LTE advanced deployment in south east region

Statement	Mean	SD
The project is completed within the budget	3.43	0.81
The project is completed within time	3.37	1.24
Stakeholders are constantly involved in project activities	3.71	0.89
Project objectives are achieved	3.8	0.63
There is provision of timely data to key players	3.63	0.91
Project staff are properly selected and trained	3.43	0.95

The success of 4G LTE advanced deployment in the southeast is also rated: 5.71 percent rate it below average, 54.29 percent rate it average, and the remaining 40% rank it good.

Table 5. Success rate

Success Rate	Freq.	Percent	Cum .
Average	19	54.29	54.29
Below average	2	5.71	60.00
Excellent	14	40.00	100.00
Total	35	100.00	

4.4.2 Leadership Style

The study sought to establish whether leadership style influences Success of 4G LTE advanced deployment in south east region as illustrated on table 10 below, were 94.29% of the respondents agreed that leadership style affects success of the project, while 5.71% of the respondents indicated that leadership style does not affect the success of the project.

Table 6. Does leadership style affect success

does style affect success ?	Freq.	Percent	Cum.
No	2	5.71	5.71
Yes	33	94.29	100.00
Total	35	100.00	

The following assertions concerning democratic, authoritarian, and laissez-faire leadership styles were presented to the respondents to determine how much they agreed with them and how they influenced the success of 4G LTE advanced deployment in the southeast. The results are shown in Table 11.

In terms of democratic leadership style, the respondents agreed to all questions that were higher than the mean value (3.8 and above). The standard deviation also shows that the responses of the respondents will be consistent. Respondents gave high ratings to 'Employees must be given prizes and penalties in order to motivate them to complete their work' and 'Effective leaders deliver commands and clarify procedures,' according to the findings of authoritative leadership style. The questions 'Leaders should allow their subordinates to appraise their work' and 'Leaders should provide subordinates entire flexibility to handle problems in their job' were found to be highly valued in the laissez-faire leadership style. The findings indicate that Democratic leadership is more effective.

Table 7. Leadership Style

Democratic Leadership Style		
Statement	Mean	SD
Employees desire to be involved in decision-making.	3.94	0.80
The key to being a good leader is to provide direction without putting pressure on others.	3.88	1.08
Most workers want frequent and supportive communication from their leader	3.88	0.963
Leaders must assist subordinates in taking ownership of their task.	4.03	0.75
It is the leaders responsibility to help subordinates in finding their passion	3.6	0.88
People are always competent and if given a task will do good	3.8	0.90
Overall Mean and SD of Democratic Leadership Style	3.86	0.89
Authoritative Leadership Style		
Statement	Mean	SD
Employees need to be supervised closely otherwise they are not able to do their job	3.17	1.01
It is reasonable to argue that the majority of employees are lazy.	1.97	0.92
Most employees feel insecure and need direction in their jobs	3	1.08
Employees must be given rewards and punishments in order to motivate them to do their jobs	3.8	0.72
The leader is the chief judge to the achievement of the members in the group	3.54	1.01
Effective leaders give orders and clarify procedures	3.97	0.95
Overall Mean and SD of Authoritative Leadership Style	3.24	0.95
Leissez- Faire Leadership Style		
Statement	Mean	SD
Leaders should let subordinates work problems on their own	3.48	1.01
Leadership involves staying out of the way as subordinates do their work	3.14	0.88
Leaders should allow their subordinates to appraise their work	3.86	0.94
Leaders should give subordinates complete freedom to solve problems in their work	3.88	1.02
In most cases, workers want to have less input from their boss.	3.26	1.12
It is wise to leave subordinates alone in general.	2.57	1.12
Overall Mean and SD of Leissez- Faire Leadership Style	3.37	1.02

4.4.3 Leadership skills

The study sought to establish whether project leadership skills influence the success of 4G LTE advanced deployment in south east region. From table 12 below the mean of all questions show that respondents agree that skill had influence on success of the project.

Table 8. Leadership skills

Statement	Mean	SD
A leaders effectiveness depends on the ability to solve multiple problems	3.94	0.94
Technical and professional expertise is crucial to the success of a project	4.34	0.73
Conceptual thinking helps in detecting problems and patterns resulting to successful projects	4.2	0.80
Interpersonal effectiveness is key in accomplishing project goals and objectives	4.28	0.62
Effective communication and timely feedback leads to high performing teams	4.45	0.70
Both the leader and team members need to take self-development courses in order to work properly	4.2	0.58
Overall Mean and SD of Leadership Skills	4.24	0.73

4.4.4 Leadership Experience

The following statements were presented to the respondents to establish the extent to which they agreed with the statements on leadership experience effect on the success of 4G LTE advanced deployment in south east region. Respondents agreed that it have an influence as shown on table 13.

Table 9. Leadership Experience

Statement	Mean	SD
A minimum years of experience of a project leader is required for participation on the project	3.23	1.00
Project leader's experience is reflected by the quality of work	4.17	0.71
Project leader's experience is important for planning and supervising projects execution	4.34	0.72
Leadership past involvement leads to effective performance	4.14	0.73

Managers with expansive experience are better placed to such project	4.06	0.72
Overall Mean and SD of Leadership Experience	3.99	0.78

4.5 Multiple regression Analysis

4.5.1 Model Diagnostic Tests

4.5.1.1 Normality Test

Most of the responses in the independent variables are normally distributed along the normal probability distribution line, as shown in the P-P figure below. In the regression model, this is evidence of normal distribution.

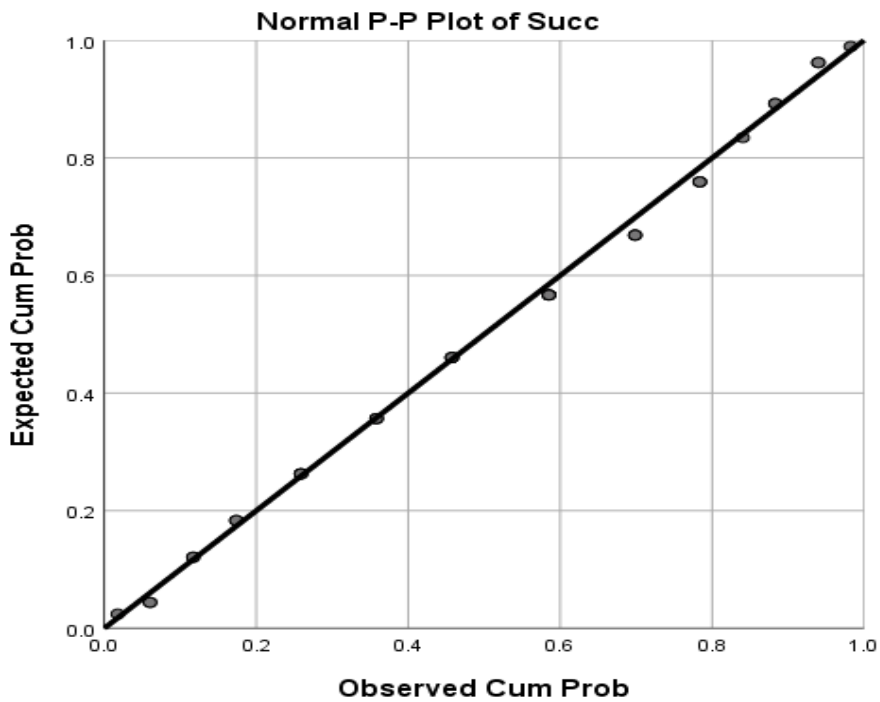


Figure 2. P-P Plot for Normality Test

Source: Own Survey (2021)

4.5.1.2 Correlation Analysis

A correlation matrix was utilized to assess the relationship between independent and dependent variables. The study looked at the impact of the independent variables on the success of 4G LTE advanced deployment in the southeast region. Tables 14, 15, and 16 show the relationship between project success and leadership style, skills, experience, budget, time, and deliverables. It was observed that there was a direct relationship between the dependent variable and all the independent variables. Time and budget were observed to significantly have the strongest correlation with projects success.

Table 10. Correlation Analysis for democratic leadership style

	project~s democr~c	Skill	Experi~e	budget	time	delive~e	
projectsuc~s	1.0000						
democratic	0.3189	1.0000					
Skill	0.3143	0.4579	1.0000				
Experience	0.1242	0.2422	0.2125	1.0000			
budget	0.5815	0.1256	0.2119	0.4486	1.0000		
time	0.6724	0.2235	0.2292	0.2721	0.4787	1.0000	
deliverable	0.3880	0.1332	0.0142	-0.0362	0.2854	-0.0526	1.0000

Table 11. Democratic Leadership Style

ProjectSuc cess	Democratic			Total
	0	1	2	
0	3	4	8	15
1	1	1	6	8
2	0	2	10	12
Total	4	7	24	35

Pearson chi2 (4) = 3.9063 Pr = 0.419

From table 18 below the more a leader is authoritarian project success decline significantly.

Table 12. Authoritative leadership style

ProjectSuccess	Authoritative			Total
	0	1	2	
0	9	2	4	15
1	7	0	1	8
2	7	2	3	12
Total	23	4	8	35

$$\text{Pearson } \chi^2(4) = 2.4966 \quad \text{Pr} = 0.645$$

Similar to authoritarian leader, from table 19 below the more a leader is laissez-faire project success decline significantly.

Table 13. Laissez-faire leadership style

ProjectSuccess	LaissezFaire			Total
	0	1	2	
0	7	6	2	15
1	4	1	3	8
2	7	4	1	12
Total	18	11	6	35

$$\text{Pearson } \chi^2(4) = 4.0612 \quad \text{Pr} = 0.398$$

As shown on the above table only democratic leadership style had significant correlation and as a result the two styles authoritarian and laissez-faire could not explain the model and therefore excluded.

4.5.2 Regression Analysis

The study seeks to establish the relationship between leadership styles, leader experience, and leadership skills (independent variables) and projects success (dependent variables). Therefore, correlation and multiple linear regression are performed based on the following model:

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

Whereby Y = Project Success

X1= Leadership Style,

X2= Leadership Skill,

X3= Leadership Experience

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

Regression diagnostics tests were performed to evaluate the measurement model for multicollinearity and results from the analysis suggested that the variables used in the research were reliable ($R^2=0.656$, $p =0.0000$) and the measurement model was valid and good fitting ($p <0.0000$) implying that the overall regression model is significant. From the R^2 65% of variation in project success is due to independent variables style, skill and experience.

Table 14. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.656	.623	.54476
a. Predictors: (Constant), LeadershipExperience, LeadershipSkill, DemocraticStyle				

The ANOVA table below asserts that leadership style, skill, and experience are good predictors of 4G LTE project success.

Table 15. Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.543	3	5.848	19.706	.000 ^b
	Residual	9.200	31	.297		
	Total	26.743	34			
a. Dependent Variable: ProjectSuccess						
b. Predictors: (Constant), LeadershipExperience, LeadershipSkill, DemocraticStyle						

As seen from coefficient table below, style and skill have positive significant effect on project success. For a unit change in leadership style project success increase by 0.43 and project success increase by 0.51 with unit change in leadership skill.

Table 16. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.191	.646		-4.942	.000
	DemocraticStyle	.430	.088	.601	4.880	.000
	LeadershipSkill	.513	.158	.366	3.241	.003
	LeadershipExperience	.206	.140	.189	1.477	.150
a. Dependent Variable: ProjectSuccess						

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

This section outlines the study's key research findings. The primary research question is: To what extent does leadership skills, experience and styles affect 4G LTE project success? From the following hypothesis, the study aimed to provide solutions to this fundamental question:

Table 17. Hypothesis summary

Hypothesis		Standardized Beta Coefficients	Significant (p<0.05)	Result
H1	Leadership skill has an effect on 4G LTE project success.	.366	.003	Supported
H2	Leadership experience has an effect on 4G LTE project success.	.189	.150	Not supported
H3	Leadership style has an effect on 4G LTE project success.	.601	.000	Supported

Hussain awan et al. (2015), indicates that a statistically significant positive relationship exists between each of identified soft leadership skills and project success. H1, here on the study also asserted that leadership skill has an effect on 4G LTE project success.

Hoxha (2018), leadership experience features a positive influence on project success. H2, on this study deviated from this and found out that there is no relationship between leadership experience and project success. That is mainly due to the technology is new and most of them are young workforce with less experience in the company.

Jiang (2014), conducted a study to find that whether the project success is influenced by leadership style and successfully demonstrated that leadership style has an impact on project success. Similarly H3 proved that leadership style has an effect on 4G LTE project success.

The study proved that project success was affected by leadership skill and leadership style significantly where leadership experience has no significant effect, so accepted the null hypothesis. Hence 65% of the total variation in the dependent variable were explained by independent variables.

5.2 Conclusions

The purpose of the study was to establish the effect of leadership styles on project success: case of ethio telecom 4G LTE advanced deployment in south east region. The study adopted explanatory research design with a target population of 40 respondents. Data was collected by use of questionnaires and analyzed by use of descriptive statistics. Out of the 40 issued questionnaires to the respondents, 35 usable responses were collected. The study seeks to establish the relationship between leadership styles, leader experience, and leadership skills which are independent variables and projects success which is dependent variables.

Regression diagnostics tests were performed to evaluate the measurement model for multicollinearity and results from the analysis suggested that the variables used in the research were reliable and the measurement model was valid. From the study findings, it can be concluded that two of independent variables which are leadership skills, and style have an influence on the success of 4G LTE advanced deployment in south east region. The results also show that democratic leadership style is more effective.

5.3 Recommendations

Based on the findings discussed above the following recommendation forwarded:

Organizations especially those who are project based should treat leadership skill, style and experience equally with golden project triangles time, resource and quality.

Because the deployment process is on progress best experiences learned from this project should be multiplied.

For future work, the ability of the data to explain the variable will improve with more sample so, future researcher should consider maximizing the sample size widening the study area. Also, only quantitative data is used in this study and future researcher should consider using both quantitative and qualitative data.

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Annex-I: 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 4G LTE advanced deployment in south east region**’.

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 (Ango Gelana) via my mobile phone number 0913015131. 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 21 21-29 30-39 40-49 50-59 60 or older

3. What is your occupational status in ethio telecom?

Project Manager and above

Project coordinator

Team Leader

Team Member

4. Length of service?

0-1 year 1-3years 3-5 years 5 years and above

5. What is your marital status?

Married

Single

Divorced

6. If married, please specify your current family size? -----

7. What is your current education level attained?

Post graduate

Degree

Diploma(TVET)

Elementary & High School Completed

Have taken no formal education, but able to read and write

II. Construct: Leadership Styles

8. In your opinion does leadership style affect the success of 4G LTE advanced deployment in south east region?

Yes

No

9. To what extent does leadership style affect success of 4G LTE advanced deployment in south east region?

Very great extent

Great extent

Moderate extent

Little extent

Not at all

10. Indicate your level of agreement with the following statements relating to the effect of leadership styles on the success of 4G LTE advanced deployment in south east region (the project), where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	1	2	3	4	5
Democratic Leadership Style					
Employees desire to be involved in decision-making.					
The key to being a good leader is to provide direction without putting pressure on others.					
Most workers want frequent and supportive communication from their leader					
Leaders must assist subordinates in taking ownership of their task.					
It is the leaders responsibility to help subordinates in finding their passion					

People are always competent and if given a task will do good					
Authoritative Leadership Style					
Employees need to be supervised closely otherwise they are not able to do their job					
It is reasonable to argue that the majority of employees are lazy.					
Most employees feel insecure and need direction in their jobs					
Employees must be given rewards and punishments in order to motivate them to do their jobs					
The leader is the chief judge to the achievement of the members in the group					
Effective leaders give orders and clarify procedures					
Laissez- Faire Leadership Style					
Leaders should let subordinates work problems on their own					
Leadership involves staying out of the way as subordinates do their work					
Leaders should allow their subordinates to appraise their work					
Leaders should give subordinates complete freedom to solve problems in their work					
In most cases, workers want to have less input from their boss.					
It is wise to leave subordinates alone in general.					

III. Construct: Leadership Skills

11. In your opinion do leadership skills affect the success of 4G LTE advanced deployment in south east region?

Yes [] No []

12. To what extent do leadership skills affect success of 4G LTE advanced deployment in south east region?

Very great extent []

Great extent []

Moderate extent []

Little extent []

Not at all []

13. Indicate your level of agreement with the following statements relating to the effect of leadership skills on the success of 4G LTE advanced deployment in south east region (**the project**), where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	1	2	3	4	5
A leaders effectiveness depends on the ability to solve multiple problems					
Technical and professional expertise is crucial to the success of a project					
Conceptual thinking helps in detecting problems and patterns resulting to successful projects					
Interpersonal effectiveness is key in accomplishing project goals and objectives					
Effective communication and timely feedback leads to high performing teams					
Both the leader and team members need to take self-development courses in order to work properly					

IV. Construct: Leadership Experience

14. In your opinion does leadership experience affect the success of 4G LTE advanced deployment in south east region?

Yes []

No []

15. To what extent does leadership experience affect success of 4G LTE advanced deployment in south east region?

Very great extent []

Great extent []

Moderate extent []

Little extent []

Not at all []

16. Indicate your level of agreement with the following statements relating to the effect of leadership experience on the success of 4G LTE advanced deployment in south east region (**the project**), where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	1	2	3	4	5
A minimum years of experience of a project leader is required for participation on the project					
Project leader's experience is reflected by the quality of work					
Project leader's experience is important for planning and supervising projects execution					
Leadership past involvement leads to effective performance					
Managers with expansive experience are better placed to such project					

V. Construct: Project success

17. Is 4G LTE advanced deployment in south east region successful?

Yes []

No []

18. If yes, how would you rate the success of 4G LTE advanced deployment in south east region?

Excellent []

Average []

Below average []

Poor []

19. Indicate your level of agreement with the following statements relating to the success of 4G LTE advanced deployment in south east region (**the project**), where 1=strongly disagree, 2=disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	1	2	3	4	5
The project is completed within the budget					
The project is completed within time					
Stakeholders are constantly involved in project activities					
Project objectives are achieved					
There is provision of timely data to key players					
Project staff are properly selected and trained					

Thank You for Your Time and Effort!