



**The Effect of Leadership Style on Project Success in the case of UNHCR,
Ethiopia**

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STATEMENT OF DECLARATION

I declare that the project work entitled “**The Effects of Leadership Styles on Project Success in the case of UNHCR, Ethiopia**” is my original work and all sources of material used for the work have been duly acknowledged.

Ruth Mesfin Lemma

STATEMENT OF CERTIFICATION

This is to certify that, this project work “**The Effects of Leadership Style on Project Success in the case of UNHCR**”, undertaken by **Ruth Mesfin Lemma** in partial fulfilment of the requirements for Master of Arts in Project Management at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

PROJECT MANAGEMENT PROGRAM

The Effects of Leadership Style on Project Success in the case of UNHCR, Ethiopia

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ABSTRACT

The main purpose of this study is to investigate the effect of leadership style on project success. To meet its purpose, primary data was collected from 80 employees working at UNHCR Ethiopia through closed ended questionnaires. The study used both descriptive and explanatory research designs. Descriptive design was used to describe the leadership styles in practice at the case organization and level of its project success. The explanatory design was set to test cause and effect link between leadership styles and project success. The data was analyzed through quantitative approach. The finding of this study revealed that two leadership styles namely transformational leadership style and transactional leadership styles have significant and positive effect on project success implying the more these leadership styles are in practice, the better the project success would be. Based on the results specific recommendations enhancing leadership practices at UNHCR are provided, including training programs and giving due attention for transformational leadership development and strategies as well as attention to integrate transactional approaches effectively. Additionally, suggestions for future research are outlined to explore further dimensions of leadership in project management.

Keywords: *Leadership, Project success, Transformational leadership, Transactional Leadership, Laissez-faire Leadership*

CHAPTER ONE:

1. INTRODUCTION

1.1 Background of the Study

Leadership is an important aspect that influences the outcome of projects. While project management offers the framework and resources required to plan and execute projects, the leadership involved in these endeavors frequently decides their success or failure. As a catalyst, a project leader links and brings together the overall goal of the project with the team members who do the essential duties.

Leadership is a widely discussed topic in project management, recognized as a critical factor in the success of organizations, institutions, and nations (Nel et al., 2014; Harper and Hall, 2015). It consists of various elements, skills, style, and characteristics. According to Avolio (2004), effective leadership involves the ability to motivate and inspire individuals while directing them toward achieving specific results. Clark (1997) defines leadership as the process by which one person influences a group to accomplish defined objectives. Chemers (2014) views it as the act of persuading followers to pursue certain goals and steering an organization in a unified direction. Yukl (2012) further describes leadership as the process of influencing others to recognize and agree on what needs to be done and how to do it, while also facilitating both individual and collective efforts to achieve common objectives.

Leadership has been extensively researched for many years, with its definitions evolving considerably over the last century. Adair (2005) defines leadership as the ability to make decisions, exhibit energy, show a sense of responsibility, and display confidence and pride in one's authority. Daft (2007) describes leadership as an influential relationship between leaders and followers, focused on achieving significant changes and results that align with shared objectives. Burke (2007) contends that without dynamic leadership, project teams striving to meet organizational goals would be like a rudderless boat.

There is little doubt that leadership is essential for every project, regardless of its form, magnitude, or objective. A project without good leadership is inconceivable. A project needs the direction and influence of a suitable leadership in order to just survive let alone to be able to hit project goals and satisfy stakeholder's expectations. Leadership entails influence; it happens between people; those individuals consciously seek major changes, and the changes reflect the goals shared by leaders and

followers. Influence suggests that people's relationships are not passive; yet this definition also includes the idea that influence is multifaceted and non-coercive. Obisi (2016) emphasizes that projects require qualified leaders who can adapt and perform consistently. To facilitate change, these leaders must have four essential abilities: using the appropriate leadership style, communicating effectively, assessing performance regularly, and fostering the responsibilities of their team members. When these attributes are applied skillfully, they enable managers to enhance leadership excellence.

As discussed above, effective leadership is the foundation for effective project management. It is a critical aspect that can determine a project's success, team performance, and motivation. A project manager's leadership style has a significant influence on project success. Thus, it is vital to understand the complex link between leadership style and project performance.

Furthermore, various studies have demonstrated that project managers' leadership styles, attributes, competencies, and abilities, among other things, have a significant effect on project success and are relevant in a variety of scenarios and project types as required by project managers in the twenty-first century.

Jiang (2014) studied the connection between leadership style and project success, discovering that effective leadership contributes to success in various ways, such as fostering teamwork, managing resources, and facilitating communication with both subordinates and clients. Similarly, Müller and Turner (2007) argue that a project manager's leadership style plays a significant role in determining project success.

1.2 STATEMENT OF THE PROBLEM

Even with the growing body of research on leadership and how it affects diverse project outcomes, little is known about how different leadership philosophies affect project success. Given the complexity and dynamic nature of contemporary projects, which need for effective and flexible leadership to overcome obstacles, improve team cohesion, and produce desired results, this gap is especially crucial. With an emphasis on a number of factors, including project success, cost effectiveness, schedule adherence, client happiness, work quality, and overall success indicators, this review of the literature looks at important studies that explore how various leadership styles affect project outcomes. Geoghegan and Dulewicz (2018) found that enhanced leadership competencies improve the likelihood of project success and noted that leadership style significantly affects a project's outcomes.

The relationship between leadership styles and project success is a well-documented area of research; however, there is a significant gap in this understanding within the context of UNHCR Ethiopia. This organization operates in a complex humanitarian environment, where effective leadership is crucial for navigating challenges such as resource scarcity, high-stakes decision-making, and diverse stakeholder engagement. Despite the theoretical insights available, there is limited empirical evidence specifically addressing how different leadership styles effect project success within UNHCR Ethiopia. This gap is critical, as leadership practices directly affect employee engagement, resource allocation, and overall project efficacy in humanitarian settings.

The evolving landscape of project management, characterized by the rise of agile methodologies, remote work, and cross-functional teams, necessitates a reevaluation of traditional leadership models. In this context, understanding how these dynamic project management techniques affect the efficacy of different leadership styles becomes increasingly important. Specifically, UNHCR Ethiopia operates in a complex humanitarian environment where adaptability and responsiveness are crucial for project success.

Current leadership practices within UNHCR may not adequately align with the demands of agile approaches and the complexities of remote collaboration. Traditional leadership models, while effective in stable environments, may fall short in fostering the flexibility and innovation required in today's fast-paced project settings. This raises critical questions about the relevance and application of transformational, transactional, and laissez-faire leadership styles in a humanitarian context.

Moreover, contextual factors such as project complexity, team dynamics, organizational culture, and the specific nature of humanitarian work may significantly influence a leader's effectiveness. For instance, the diverse backgrounds and motivations of team members can affect how leadership styles are received and implemented. However, the interplay between these contextual elements and leadership style remains poorly understood.

In countries like Ethiopia and other developing nations, projects often encounter a multitude of challenges that can lead to failure. These challenges, ranging from political instability to technological barriers are complex and interrelated, creating a difficult environment for project implementation. Within this context, project managers play a critical role in determining the success of these initiatives. Research has highlighted that the leadership style and competencies of project managers are pivotal to their effectiveness in navigating these challenges (Crawford, 2005; Geoghegan and Dulewicz, 2008).

Empirical data studying the relation on the effectiveness of leadership styles in diverse project contexts, especially within developing nations like Ethiopia are scarce. This lack of research leaves project managers without clear guidance on which leadership approaches are most effective under specific conditions

This study seeks to address the existing gap in understanding the effect of various leadership styles on project success, particularly within the context of UNHCR Ethiopia. Despite the acknowledgment that leadership plays a crucial role in project outcomes, there is a lack of systematic study into which leadership styles are most effective in achieving specific key performance indicators (KPIs) in challenging environments like those found in developing countries. By systematically examining the effects of transformational, transactional, and laissez-faire leadership styles, this research aims to provide valuable insights for project managers and organizations striving to enhance project results. Understanding which leadership styles are more conducive to meeting project KPIs will enable managers to adopt practices that align with the unique challenges and dynamics of contemporary project environments.

Additionally, the findings from this study will contribute to the development of tailored leadership training and development programs. These programs can equip project managers with the necessary skills and approaches to navigate the complexities of their roles effectively. As project management continues to evolve, particularly in the humanitarian sector, the insights gained from this research will be instrumental in fostering a leadership culture that supports innovation, collaboration, and project success.

This study aims to fill a critical gap in the literature by providing empirical evidence on the relationship between leadership styles and project success, ultimately guiding organizations like UNHCR in enhancing their leadership practices to improve project outcomes.

1.3 RESEARCH QUESTIONS

1. How does Transformational Leadership style affect project success?
2. How does Transactional Leadership style affect project success?
3. How does Laissez-Faire Leadership style affect project success?
4. Which leadership style is most associated with high project success rates at UNHCR Ethiopia?

1.4 OBJECTIVES OF THE STUDY

1.4.1 GENERAL OBJECTIVES

The primary objective of this study is to investigate the effect of various leadership style on project success.

1.4.2 SPECIFIC OBJECTIVES

To identify the dominant leadership style at UNHCR

To test the effect of Transformational Leadership Style on project success at UNHCR, Ethiopia

To test the effect of Transactional Leadership Style on project success at UNHCR, Ethiopia

To test the effect of Laissez-faire Leadership Style on project success at UNHCR, Ethiopia

To assess the level of project success at UNHCR, Ethiopia

1.5 SIGNIFICANCE OF THE STUDY

The study on "The effect of leadership styles on project success: In the case of UNHCR, Ethiopia, will hold significant importance for UNHCR staff members, the study will enlighten managers, staff, partners, and clients on the critical role of effective leadership in project initiation, execution, management, and success. This will enable them to take appropriate action and enhance their project management techniques.

This study aims to provide valuable insights for project managers, organizational leaders, and policymakers by identifying effective leadership practices that enhance project success. By bridging the gap between leadership theory and project management practice, this research can contribute to the development of tailored leadership training programs and improve project outcomes across various industries.

Understanding the effect of leadership style on project success is of paramount importance in the fields of organizational style and project management. This study aims to provide valuable insights into how different leadership approaches affect project outcomes, offering practical recommendations for enhancing project success across various sectors and regions. The significance of this study is multifaceted, encompassing theoretical, practical, and policy implications.

The significance of this study on the effect of leadership style on project success is profound, offering valuable contributions to theory, practice, and policy. By providing a comprehensive analysis of how different leadership approaches affect project outcomes, the study aims to enhance the effectiveness of project management practices across various sectors and regions. It will equip project managers, organizations, and policymakers with the knowledge and tools needed to foster successful projects, ultimately contributing to organizational success and sustainable development.

1.6 SCOPE OF THE STUDY

This study is specifically focused on studying the effects of three distinct leadership styles, Transactional, Transformational, and Laissez-faire, on project success within the context of UNHCR Ethiopia only. By narrowing the scope to these leadership styles, the research aims to provide a clear and targeted analysis that highlights their individual contributions to achieving project objectives.

The focus on UNHCR Ethiopia allows for an in-depth exploration of leadership dynamics in a unique humanitarian setting, where the complexities of project implementation are influenced by various contextual factors.

The study will not include other leadership styles, allowing for a concentrated examination of how Transactional, Transformational, and Laissez-faire approaches affect project success. By focusing on these three styles, the research seeks to clarify their effectiveness and applicability in the humanitarian sector, ultimately contributing to improved leadership practices within UNHCR Ethiopia.

1.7 LIMITATIONS OF THE STUDY

While this study aims to provide valuable insights into the effect of leadership style on project success, it is important to acknowledge its limitations. The study's exclusive focus on UNHCR's Ethiopia operation may limit the finding's generalizability to the larger, internationally operating agency.

Despite this limitation, the in-depth study of the selected organization will offer valuable insights that can inform future research and guide practical interventions in the organization.

This study will only focus on Transactional, Transformational and Laissez-faire Leadership style and their effect on project success in the case of the UNHCR, Ethiopia.

1.8 ORGANIZATION OF THE STUDY

The study under consideration has five chapters. The first chapter deals with the introduction part. Review of the related literature is covered in the second chapter while the third chapter presents the research design and methodology. Data analysis, interpretation and discussion will be covered in chapter four. Finally, the fifth chapter will draw the conclusion and recommendation for further studies based on the finding of the study.

1.9 DEFINITION OF KEY TERMS

In the research the following key terms and acronyms will be used repetitively.

Project Management: The discipline of planning, organizing, executing, and controlling resources to achieve specific project goals and objectives.

Project: A project is a temporary endeavor undertaken to create a unique product, service, or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. (Project Management Institute, 2017).

A project is a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications to meet customer needs. (Larson & Gray, 2018). A project is a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations (Meredith & Mantel, 2020).

Project Success: Project success is the degree to which the project meets the goals and criteria established for it at the outset (Pinto & Slevin, 2018, p. 67). Project success is the degree to which the project objectives are achieved, taking into account the constraints of scope, time, cost, quality, resources, and risk" (PMI, 2021, p. 12).

Leadership: Is defined as a process in which an individual influences a group to achieve a shared objective (Northouse, 2019). It involves the capability to create a vision and motivate others to work towards that vision (Kouzes & Posner, 2017).

Leadership Styles:

- Transformational leadership: This leadership style involves the leader identifying necessary changes, creating an inspiring vision to guide those changes, and executing the change with the commitment of group members (Bass & Riggio, 2006).
- Transactional leadership: This style focuses on the exchanges between leaders and followers. Transactional leaders prioritize task completion, adherence to directives, and the provision of rewards and punishments based on performance (Northouse, 2019).
- Laissez-faire leadership: This style is characterized by a leader who is uninvolved in the work of the unit. It is generally difficult to justify this approach unless the leader's subordinates are highly skilled and self-motivated specialists (Chaudhry and Javed, 2012).

CHAPTER TWO:

REVIEW OF RELATED LITERATURE

2. LITERATURE REVIEW

2.1 INTRODUCTION

This chapter includes a list of previous similar studies as well as relevant material on the problem areas of inquiry. It aims to identify and assess the viewpoints, knowledge, characteristics, findings and conclusions of numerous research that have previously been conducted by various scholars and institutions.

2.2 THEORETICAL LITERATURE REVIEW

2.2.1 DEFINITIONS OF LEADERSHIP

Leadership is a multifaceted phenomenon that intersects with various organizational, social, and personal processes. It involves a process of influence, where individuals are encouraged to pursue group objectives through personal motivation rather than coercion (Bolden, 2004). According to Patterson (2015), leadership entails the capacity to shape how people think and feel, motivating them to take decisive and responsible actions. This includes promoting ideas, inspiring teams, securing commitment, modeling desired style, engaging in meaningful dialogue, aligning organizational goals, and achieving results. Furthermore, Kouzes and Posner (1995) describe leadership as the art of rallying others to strive toward common aspirations.

Leadership is characterized as a relational influence between leaders and their collaborators, aimed at achieving meaningful changes that align with their shared objectives (Rost, 1991). More recently, Northouse (2016) noted a shift in the understanding of leadership definitions. In the early 1990s, leadership was often associated with control and centralized power, whereas contemporary definitions emphasize leadership as an activity in which an individual influences a group to work towards a common goal in the 21st century.

Kurnik (n.d.) defines leadership as a process that guides followers toward the right path to achieve their goals. It involves positively effecting others by motivating them to excel, setting high standards, inspiring them with a vision, and assisting them in bringing that vision to fruition for the betterment of society. Additionally, effective leaders persuade individuals to take paths they may not initially desire but should pursue for their own growth and development.

2.2.2 LEADERSHIP STYLE

2.2.2.1 TASK-ORIENTED VS. RELATIONSHIP-ORIENTED

Eklund (2017), characterizes task-oriented leadership style by a focus on achieving assigned tasks through the organization of relevant activities. In contrast, relationship-oriented leadership style emphasizes the importance of maintaining interpersonal relationships by attending to the morale and welfare of others. These leadership styles can be categorized as agentic (task-oriented) versus communal (relationship-oriented).

Task-oriented style include encouraging followers to adhere to established rules, maintaining high performance standards, clearly defining the roles of both leaders and followers.

Relationship-oriented style encompass assisting and doing favors for subordinates, being attentive to their well-being, explaining procedures clearly, being approachable and friendly.

Eklund (2017) discusses how effective leaders can integrate both task-oriented and relationship-oriented style to enhance overall team performance and satisfaction. Leaders who balance these approaches are often more successful in motivating their teams and achieving organizational goals.

2.2.2.2 TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

Transformational leadership, as defined by Northouse (2016), is a process that brings about substantial alteration in individuals. This leadership style focuses on emotions, values, ethics, standards, and long-term objectives. It involves understanding and addressing the motives of followers, satisfying their needs, and recognizing them as whole individuals. Transformational leadership is distinguished by its ability to inspire followers to exceed their typical expectations. This style often incorporates elements of charismatic leadership, where the leader's personal appeal motivates others, and visionary leadership, which involves establishing a clear and compelling

vision for the future. Together, these elements foster a highly engaged and committed team, driving significant change and achievement.

Transformational leaders display confidence and respect toward their subordinates, enabling them to influence their followers' style, which leads to greater job satisfaction and positive outcomes for the organization (Givens, 2008). They back their subordinates in becoming more productive, innovative, creative, and adaptable to changing organizational environments (Furkan, Kara, Tascan, & Avsalli, 2010).

Research consistently indicates that transformational leadership significantly enhances project outcomes. Berson and Avolio (2004) found that transformational leaders not only inspire their teams but also foster a sense of ownership among team members. Their study revealed that when leaders engage in transformational behaviors, team members are more likely to go beyond their job descriptions, leading to increased project success. Additionally, Dvir et al. (2002) conducted a study on the effect of leadership styles on project performance, concluding that transformational leadership is positively associated with project success across various industries. They emphasized that transformational leaders effectively communicate vision and strategy, which aligns team efforts and enhances collective performance

Transformational leaders inspire their subordinates to surpass their initial expectations by raising their awareness and prompting them to move beyond self-interest for the sake of the team, organization, or a greater purpose. This approach also includes reshaping their needs and broadening their range of desires (Lacerda, 2015).

Alzahrani and Ebrahim (2020) found that transformational leadership significantly enhances team performance and project outcomes by fostering an environment of trust and collaboration. Their research indicated that leaders who engage in transformational behaviors motivate team members, leading to improved project efficiency and effectiveness.

Rai and Agarwal (2021) conducted a comprehensive analysis of various leadership styles, concluding that transformational leadership directly correlates with project success, particularly in dynamic environments. They emphasized that transformational leaders' ability to inspire and communicate a clear vision is crucial for navigating challenges in project execution.

In his comprehensive investigation of political leadership, Burns (1978) proposed the concept of transformative leadership, which has since acquired popularity in organizational psychology. He characterized transformative leadership as the process by which "leaders and followers assist each

other in elevating their morale and motivation." Burns emphasized the difficulties in distinguishing between management and leadership, claiming that the differences reside in their qualities and styles. He developed two concepts, "transformational leadership" and "transactional leadership." According to Burns, the transformational strategy causes considerable change in both individuals and organizations by redefining perceptions, values, employee expectations, and aspirations.

Unlike the transactional approach, which is based on a "give and take" relationship, transformational leadership is rooted in the leader's personality, attributes, and potential to inspire change. Transforming leaders are viewed as moral exemplars who work for the benefit of their team, organization, and community. Burns theorized that transforming and transactional leadership are mutually exclusive style; while transactional leaders typically do not seek to change the organizational culture, transforming leaders actively endeavor to alter it.

Bass (1985) built upon Burns' work to create a framework for evaluating transformational leadership and its effects on follower motivation and performance. The extent to which a leader is transformational is determined by their effect on subordinates, who typically experience feelings of trust, admiration, loyalty, and respect for such leaders. Transformational leaders motivate followers to exceed their initial expectations by offering more than just self-interest; they present a compelling mission and vision that cultivates a strong sense of identity among their team members. This transformation occurs through idealized influence, where leaders act as role models, earning admiration and respect. Additionally, they promote intellectual stimulation by encouraging subordinates to think critically and creatively, challenging established norms. By providing individual consideration, leaders address the specific needs of each follower, fostering personal growth. Ultimately, by creating an environment that nurtures innovation and achievement, transformational leaders inspire their subordinates to reach remarkable results.

Transactional leadership centers on the exchanges between a leader and their followers, primarily focusing on rewarding efforts. This approach works well when leaders set clear expectations and goals but often neglects the long-term development of their subordinates (Bass, 1985). In their subsequent research, Bass and Avolio (1990) proposed the Full Range Leadership Model, which outlines the elements of both transformational and transactional leadership. A central idea of this model is that these two styles are not mutually exclusive; rather, a single leader can display a variety of behaviors from both styles.

Podsakoff et al. (2006) highlighted that transactional leaders can significantly influence subordinates' performance through clear expectations and reward systems. Their findings suggest that when leaders provide contingent rewards based on performance, team members are more motivated to meet project objectives.

The effectiveness of transactional leadership in achieving project objectives has also been supported by recent research. Khan et al. (2020) demonstrated that transactional leaders who provide clear expectations and rewards significantly enhance team performance. Their study highlighted that such leadership styles are particularly effective in structured project environments where clarity and order are paramount.

Nguyen et al. (2021) further emphasized the importance of transactional leadership, noting that it contributes to short-term project success by establishing clear performance metrics and accountability. Their findings suggest that while transactional leadership may not drive long-term engagement, it is effective in ensuring that immediate project goals are met.

2.2.2.3 LAISSEZ-FAIRE LEADERSHIP

Bass and Avolio (1990) described laissez-faire leadership as an "absence of leadership" and a "lack of intervention." Northouse (2010) refers to it as a "hands-off, let things ride" style. Robbins (2007) critiques this approach for abdicating responsibilities and avoiding decision-making. James and Collins (2008) characterize laissez-faire leaders as highly passive, often unwilling to influence their subordinates and frequently shirking their responsibilities.

In practice, this leadership style involves minimal involvement in team activities. It is difficult to defend unless the team consists of highly skilled, self-motivated professionals (Chaudhry and Javed, 2012).

Hassan and Ahmed (2011) found that laissez-faire leadership often leads to ambiguity and confusion within teams, as members may feel unsupported and unclear about their roles. Their study illustrated that this lack of direction can significantly hinder project progress and success.

Additionally, Langfred (2004) noted that laissez-faire leadership correlates with decreased team effectiveness. He argued that without sufficient leader involvement, teams may struggle to coordinate efforts, resulting in lower performance outcomes and ultimately project failure.

Buchanan and Boddy (1992) further emphasized the detrimental effects of laissez-faire leadership in project settings, suggesting that it can lead to disengagement among team members. Their research highlighted the necessity of active leadership to maintain motivation and focus on project goals.

Skogstad et al. (2019) found that teams led by laissez-faire leaders often experience confusion and lack of direction. Their study reinforced that this leadership style can lead to lower engagement and productivity among team members, ultimately hindering project outcomes.

Khan et al. (2021) also reported that laissez-faire leadership is linked to increased role ambiguity and decreased team effectiveness. Their findings indicated that in projects requiring strong guidance, the absence of active leadership can significantly impair performance.

Boddy (2022) further explored the consequences of laissez-faire leadership, emphasizing that it may lead to disengagement and low morale among team members. His research highlighted the necessity of proactive leadership in fostering a positive project environment.

2.2.3 PROJECT MANAGEMENT AND LEADERSHIP

Effective leadership is a cornerstone of successful project management, as it directly influences team dynamics, stakeholder engagement, and project outcomes. Studies have emphasized the critical role that various leadership styles play in enhancing project performance.

Heagney (2011) characterizes project management as the use of knowledge, skills, and processes to achieve project goals. Strong leadership is vital for enhancing project outcomes and can be facilitated through various styles and methods.

Kerzner (2013) highlights that effective communication, collaboration, teamwork, and trust are essential elements for successful leadership in project management. In his research, Jiang (2014) explored how different leadership styles relate to project success, revealing that leadership plays a significant role in areas such as team collaboration, resource allocation, and communication with team members and clients.

Müller and Turner (2021) explored the relationship between leadership styles and project success, demonstrating that transformational leadership significantly contributes to project performance by

fostering a culture of collaboration and innovation. Their research highlighted that leaders who actively engage with their teams and inspire them toward a shared vision are more likely to achieve successful project results.

Moreover, Crawford et al. (2020) pointed out that leadership style affects not only team performance but also the overall project environment. Their findings suggested that project managers who adopt a participative leadership approach encourage greater team involvement and commitment, leading to improved project efficiency and effectiveness.

In environments characterized by uncertainty and rapid change, leaders who can adjust their leadership style to meet the evolving needs of their teams and projects are better positioned to navigate challenges and seize opportunities.

Additionally, Kerzner (2022) emphasized the necessity of aligning leadership styles with project complexity. He argued that different projects may require varying leadership approaches, from directive in high-complexity projects to more participative styles in simpler projects. This adaptability is crucial for maximizing team performance and ensuring project success.

Skogstad et al. (2019) found that a lack of direction and support from leaders can lead to confusion and disengagement among team members, ultimately hindering project progress. Their study reinforced the idea that effective project management requires active leader involvement to guide teams toward achieving project goals.

This evolving understanding of the relationship between leadership and project management underscores the need for project managers to develop and refine their leadership skills. By doing so, they can create a motivating environment conducive to achieving project success while navigating the complexities of modern project landscapes.

2.3 EMPIRICAL LITERATURE REVIEW

The association between leadership style and project success has been extensively researched, particularly within humanitarian organizations. This literature review examines significant studies analyzing how different leadership styles namely, Transformational, Transactional, and Laissez-faire, affect project outcomes, focusing on aspects such as project performance, cost efficiency, schedule adherence, team dynamics, client satisfaction, work quality, and overall success indicators.

Transformational leadership is recognized for its effectiveness in humanitarian contexts due to its emphasis on inspiring and empowering teams. Ager and Strang (2008) found that transformational leadership in refugee assistance projects led to improved team dynamics and project outcomes by encouraging open communication and collective problem-solving. Makhdoom et al. (2019) highlighted that transformational leaders cultivate an environment of trust and collaboration, essential in high-pressure situations. Their study demonstrated that effective transformational behaviors mobilized team efforts toward common goals, resulting in enhanced project outcomes.

Bai et al. (2021) emphasized that transformational leadership fosters innovation and creativity among team members. Leaders who promote open communication and idea sharing significantly enhance project outcomes by leveraging diverse perspectives within their teams. Similarly, Zhang et al. (2022) explored the relationship between transformational leadership and project success, concluding that such leaders not only motivate their teams but also build resilience against project-related challenges. This resilience, cultivated through supportive leadership, directly correlates with higher project success rates.

In examining transactional leadership, García-Morales et al. (2020) found that this leadership style effectively drives performance in environments characterized by clear guidelines and expectations. Their research suggested that transactional leaders excel in crisis management, ensuring teams remain focused and productive during challenging phases of projects. Kumar and Gupta (2022) highlighted the importance of transactional leadership in maintaining project momentum, noting that leaders who establish reward systems and performance metrics help teams stay aligned with project goals, thus contributing to overall project success.

Zaman et al. (2019) examined the role of transactional leadership in strategic project management. Their findings indicated that leaders who establish clear expectations and reward systems contribute to higher team performance yet emphasized the need for balancing transactional behaviors with transformational strategies to cultivate a more engaged workforce.

However, Osei-Kyei and Chan (2017) cautioned that while transactional leadership provides structure and clarity in project execution, it may lack the motivational aspects necessary for long-term success. They noted that transactional approaches tend to be effective in stable environments with well-defined tasks but may struggle in dynamic contexts requiring adaptability and innovation.

Bachrach et al. (2006) found that transactional leadership effectively enhances team performance by clarifying roles and responsibilities, leading to improved project outcomes. Their study emphasized the importance of setting clear performance expectations and rewarding achievements to drive success. Birasnav (2014) conducted research indicating that transactional leadership positively affects organizational performance, particularly in environments requiring adherence to established processes and protocols. This suggests that such leadership is instrumental in achieving project goals within structured frameworks. Moreover, Huang et al. (2016) examined the relationship between transactional leadership and project success in the construction industry. Their findings revealed that transactional leaders who provide clear guidance and implement performance-based rewards significantly enhance project efficiency and team motivation. Additionally, Sadeghi et al. (2016) explored the impact of leadership styles on project success in information technology projects. They concluded that transactional leadership contributes to higher project success rates by fostering accountability and ensuring that team members meet defined objectives. Vincent and Duffy (2019) highlighted that transactional leadership is particularly effective in crisis situations, where quick decision-making and clear directives are essential. Their study showed that projects led by transactional leaders tended to achieve their objectives more consistently, especially in high-pressure environments.

Al Shammari et al. (2020) investigated the role of transactional leadership in project management and found that it significantly enhances project performance by aligning team efforts with organizational goals through structured incentives and feedback mechanisms.

As for Laissez-faire leadership style and project success, studies indicate the drawbacks, particularly in humanitarian contexts. Khan et al. (2022) explored the effects of this leadership style on projects, finding that it leads to increased frustration among team members due to a lack of direction and support. This often results in lower project success rates. Tureta and Chinomona (2021) investigated the implications of laissez-faire leadership in public sector projects, emphasizing that teams under such leaders experience higher levels of disengagement, negatively impacting overall project performance and stakeholder satisfaction.

Burch and Anderson (2020) analyzed leadership styles across multiple sectors and their impact on project success. They found that laissez-faire leadership was particularly detrimental in high-stakes environments where clear guidance and timely decision-making are crucial, leading to project delays and unmet objectives. Goleman (2000) emphasized that laissez-faire leadership can lead to a lack of cohesion and direction, which are critical for project success. His research indicated that

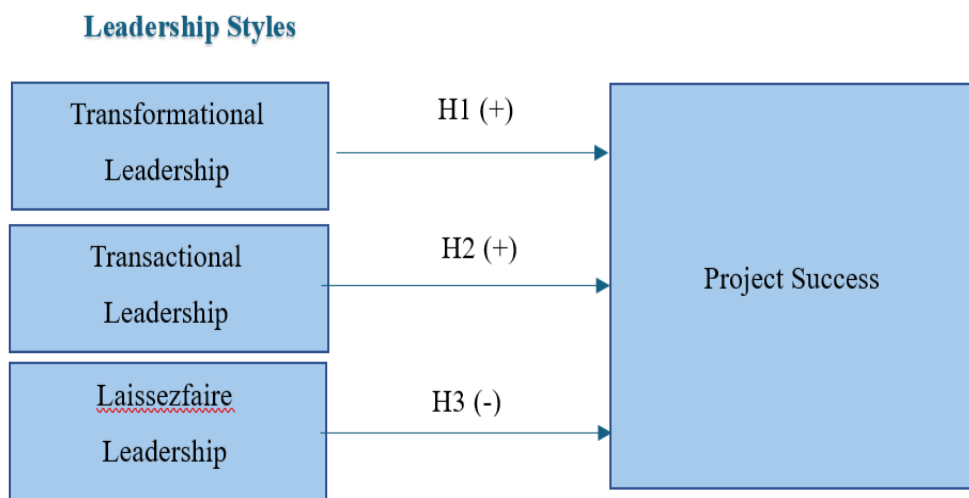
teams under laissez-faire leaders often struggle to meet deadlines and achieve objectives due to insufficient leadership support.

Gonzalez et al. (2019) conducted a study on leadership styles in project management and found that laissez-faire leadership was significantly associated with lower project success rates. They noted that teams often felt unsupported and unmotivated, leading to poor performance outcomes.

Tureta and Chinomona (2021) found that laissez-faire leadership negatively impacts project performance due to a lack of clarity and guidance. Their study highlighted that teams under this leadership style often experience higher levels of disengagement and confusion, resulting in diminished project success.

2.4 CONCEPTUAL FRAMEWORK OF THE STUDY

The study examines how different leadership styles affects project success at UNHCR, Ethiopia. It puts leadership style as the independent variable and project success as the dependent variable. The focus is on exploring the effect of the dependent variable on the independent variable.



2.10 HYPOTHESES OF THE STUDY

The formulation of these hypotheses is deeply rooted in empirical studies as mentioned on the previous section that illustrated the effect of transformational, transactional and laissez-faire leadership styles on project success. By referencing established research, the following hypotheses are forwarded.

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

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

Hypothesis 3 (H3): The effect of laissez-faire leadership style on project success is significant and negative.

CHAPTER THREE:

3. RESEARCH METHODOLOGY

This chapter discusses the research methodology, indicates the research design, research instruments, study population, sample size determination, source of data and collection process, data analysis method, reliability and validity and finally ethical considerations.

3.1 RESEARCH DESIGN

The study uses both explanatory and descriptive research design. The explanatory design was used as the study attempts to explain if there are possible cause and effect relationship between leadership style and project success. Descriptive research design was aimed at describing the leadership style in practice and project success level at UNHCR Ethiopia. All the necessary primary data was collected at one point in time.

3.2 RESEARCH APPROACH

A quantitative research approach was employed in this study, using mean and standard deviation for descriptive statistics and regression analysis for inferential statistics. This method focused on collecting, measuring, and analyzing data while applying statistical tests. The researcher chose this approach because it significantly reduces bias and subjectivity in the findings.

3.3 TARGET POPULATION

Due to the relatively small workforce of 80 employees at UNHCR in Ethiopia, this study employs a census method. Census means that the entire population is included in the research, removing the need for sampling techniques and guaranteeing that every individual has an equal opportunity to participate (Trochim, 2006).

Consequently, the sample for this study consists of all 80 current employees of UNHCR, Ethiopia. This method ensures that every employee is included, providing comprehensive coverage of the target population (Trochim, 2006). Moreover, since the research focuses solely on UNHCR,

including all employees allows for an in-depth analysis of leadership styles and project success within the organization.

3.4 DATA SOURCES AND COLLECTION METHODS

This study used the primary sources for the collection of data. The primary data was collected through questionnaires regarding leadership styles and project success. Questionnaires of a five-point Likert scale, closed-ended questions were used and distributed to the respondents about leadership style and project success.

3.5 METHOD OF DATA ANALYSIS

The quantitative data collected was analyzed using the regression analysis method and are presented using frequency tables to summarize the respondent's answers in the form of frequency and percentages. Then regression analysis is employed to examine the effect of leadership style on project success. SPSS version 25 was used to generate the output for the analysis.

The model applied for regression analysis is typically represented in the following general formula: This model allows us to analyze the direct effect of Leadership Style on Project Success.

$$PS = a + \beta_1 TML + \beta_2 TRL + \beta_3 LS + \epsilon.$$

Where;

PS = project success (Dependent variable)

a = the intercept (the value of Y when all X variables are zero)

TML is Transformational Leadership Style

TRL is Transactional Leadership Style

LS is Laissez-faire Leadership Style

β_1 is the coefficient of Transformational leadership

β_2 the coefficient of Transactional leadership

β_3 the coefficient of Laissez-faire leadership

TML, TRL, LS are transformational, transactional, laissez-faire leadership styles respectively and ε is the error term.

3.6 ETHICAL CONSIDERATION

Throughout the study cycle, the researcher emphasized ethical considerations related to confidentiality and privacy. Respondents received a written statement assuring them that their names would not be mentioned in the questionnaires or the study report. Participation was entirely voluntary, and participants were informed that their answers would be kept confidential and used solely for the purposes of this research. This approach reinforces the commitment to ethical standards and respect for the rights of all participants involved in the study.

CHAPTER FOUR:

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 INTRODUCTION

This section presents the results of the study based on data obtained from UNHCR Ethiopia. It includes both descriptive and regression analysis results. Following the presentation of these findings, there will be a discussion that interprets the information gathered from respondents, supported by evidence from the literature to enhance the understanding of the results.

4.2 RESPONSE RATE

As mentioned in the previous chapter, within UNHCR Ethiopia, there are a total of 80 employees. A total number of 80 questionnaires were distributed among employees of UNHCR. Of those 80 questionnaires 4 were omitted due to incompleteness and 3 were never received back. Which gives us a response rate of 91.25% which were considered valid for this study.

4.3 VALIDITY AND RELIABILITY ANALYSIS

To ensure validity for this study, tested instruments in previous studies were used.

The reliability of the questionnaire used was checked using Cronbach's Alpha reliability coefficient and yielded the following result:

4.3.1 Summary of scales & Cronbach's alpha values

Variables	Cronbach's Alpha	Number of Items
Project Success	.965	12
Transformational Leadership Style	.928	7
Transactional leadership Style	.892	9
Laissez-faire leadership Style	.932	3
a. Dependent Variable: Project Success		
b. Predictors: Transformational, Transactional and Laissez-faire leadership styles		

Table 4.1 Summary of scales & Cronbach's alpha values

Cronbach's Alpha reliability coefficient ranges from 0 to 1, with values closer to 1 indicating better internal consistency and dependability. According to Lombard (2010), coefficients of .90 or higher are typically considered acceptable, while those of .80 or higher are acceptable in most contexts. Coefficients of .70 may be suitable for certain exploratory studies utilizing specific indices. Based on this literature, the researcher assessed the reliability of the items intended for respondents. The results as per the above table 4.1 revealed that all measurement items had Cronbach's Alpha values exceeding 0.80, demonstrating strong internal consistency.

4.4 PROFILE OF RESPONDENTS

The necessary information for this study was obtained from 73 employees working at UNHCR, Ethiopia. The data is presented as per the below table.

4.5 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Respondents Characteristics	Categories	Frequency	Percent
Sex	Male	38	52.1
	Female	35	47.9
Age	20 -25 years	7	9.6
	26 – 30 years	19	26.0
	31 -40 years	27	37.0
	41 -50 years	12	16.4
	Above 50 years	8	11.0
	1 – 5 years	14	19.2
	6 -10 years	25	34.2
	11 -15 years	17	23.3

Work Experience	Above 15 years	17	23.3
Educational background	Diploma	7	9.6
	First Degree	40	54.8
	Master's Degree	25	34.2
	PhD	1	1.4

Table 4.2: Demographic Characteristics of Respondents

As per table 4.2 on the demographic characteristics of the respondents, gender was listed as the first demographic characteristic on the survey. Male respondents made up 52.1% of the sample, while female respondents made up 47.9%. Regarding age, the majority of study participants (37%) were in the range between 31-40, with respondents between the ages of 26 and 30 coming in second (26%), 16.4% were in the age range of 41-50, 11% in the age above 50 and lastly the age range between 20 -25 was 9.6%. The questionnaire also included a demographic question that sought to determine respondents' educational backgrounds. The majority of the respondents had First Degree's with 54.8%, Masters Degree holders were 34.2% as second highest, respondents with a Diploma were 9.6% and lastly PhD holders were found to be 1.4%. As for the respondents' years of experience with UNHCR, those with 6-10 years were the majority with 34.2%, while those with an experience of 11-15 years and above 15 years had an equal response rate of 23.3% and lastly respondents with 1 – 5 years of experience were found to be 19.2 %.

4.6 RESULTS OF DESCRIPTIVE STATISTICS

	Mean	Std. Deviation	N
Project_Success	3.8116	.79629	73
Transformational_LS	3.8513	.78695	73
Transactional_LS	3.6788	.66733	73
Laissezfaire_LS	2.8128	1.20824	73

Table 4.3 Results of Descriptive Statistics

This part of the analysis examines the leadership styles in practice by analyzing the mean values for each style, derived from a questionnaire using a five-point Likert scale completed by respondents. Zaidation and Bagheris (2009) state that the mean values on a Five-Point Likert scale are categorized as follows: a mean below 3.9 is considered low, a mean ranging from 3.40 to 3.79 is deemed moderate, and a mean above 3.8 is regarded as high.

As shown in Table 4.3, transformational leadership style showed a result of a mean value of 3.8513 and SD of .78695, transactional leadership style resulted with a mean value of 3.6788, SD of .66733, and the result of laissez-faire leadership style a mean value of 2.8128 and SD of 1.20824.

The result of the descriptive statistics on transformational leadership style has a mean value of 3.8513, with SD = .78695 which implies the respondents view transformational leadership style positively. This result is in alignment with previous studies, according to (Vetter, T.R, 2017), leaders who inspire and motivate their teams tend to foster higher levels of engagement and commitment, which can lead to better project outcomes and have indicated that transformational

leadership is associated with higher team performance and satisfaction which are the attributes of a transformational leader.

The result of the descriptive statistics on transactional leadership style has a mean value of 3.6788 with $SD = .66733$ which implies the respondents view transactional leadership style positively. This result is in alignment with previous studies according to (Akinrinade, 2023) suggest that transactional leaders may be effective in structured environments but may not foster the same long-term project success as their transformational counterparts.

In contrast, the laissez-faire leadership style shows a lower mean value, with a result of the descriptive statistics on laissez-faire leadership style of mean value of 2.8128 and $SD = 1.20824$. implying that leaders in the study organization views less of this leadership style. This result is also supported from research made in previous studies, for instance according to (Vetter, T.R, 2017) laissez-faire leadership can lead to confusion and lack of direction among team members, which can adversely affect project outcomes.

The result of the descriptive analysis on project success with a mean value of 3.8116 and SD of .7962, indicated that the organization achieves high project success according to the Likert scale standards of Zaidation and Bagheris (2009).

4.7 REGRESSION ANALYSIS RESULTS

Multiple regression is an extension of simple linear regression and is used to predict the value of one variable based on two or more other variables. In light of that, this study used multiple regression model to test effect of leadership style and project success. The results of this analysis are presented below.

4.7.1 MULTICOLLINEARITY TEST

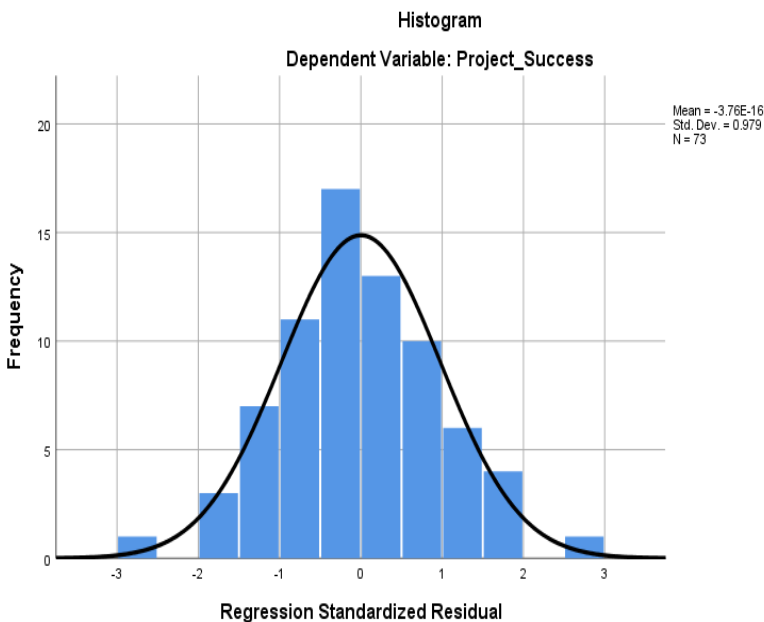
Multicollinearity happens when two or more independent variables in a regression model are very similar or correlated with each other. This can confuse the model and make it hard to understand how each variable affects the outcome. Multicollinearity can be detected by running variance inflation factor (VIF) and tolerance. VIF shows or tells how much the variance of a coefficient is inflated due to multicollinearity. According to Field (2005), a VIF value above 10 means there is a problem with multicollinearity, and tolerance below 0.1, indicates serious multicollinearity.

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Transformational leadership style	.717	1.392
Transactional leadership style	.729	1.373
Laissez-faire leadership style	.943	1.061
a. Dependent Variable: Project Success		
b. Predictors: Transformational leadership style, Transactional leadership style, Laissezfaire leadership style		

Table.4.4: Multicollinearity Test

As per table 4.4 on the collinearity statistics shows the VIF values below 10 and the tolerance statistics above 0.1. Therefore, there is no collinearity issue between variables in the current study.

4.7.2 NORMALITY TEST



The histogram as per the above result is a bell-shaped curve which shows a normal distribution. This suggests that the data points for project success are symmetrically distributed around the mean.

4.7.3 MODEL FIT

The model fit in this study is evaluated using R^2 , which measures the model's ability to predict the outcome variable. R^2 indicates how much of the variance in project success (the dependent variable) can be explained by the leadership style (the independent variables). This helps determine the effectiveness of the model in capturing the relationship between leadership styles and project success.

Model Summary				
Model	R	R Square	Adjusted-R Square	Std. Error of the Estimate
1	.820 ^a	.673	.658	.46546
a. Predictors: (Constant), Laissezfaire_LS, Transactional_LS, Transformational_LS				
b. Dependent Variable: Project_Success				

Table 4.5. Model summary

According to table 4.5 on the model summary being analyzed, the R value or the correlation between the dependent variable, project success and the independent variables (Transformational leadership style, transactional leadership style, and laissez-faire leadership style) is .820. As for the R square value of .673, it indicates that approximately 67.3% of the variability in project success can be explained by the predictors (Laissez-faire Leadership, Transactional Leadership, and Transformational Leadership). This percentage of R square is an indication of a good measure of the model since the variance for the dependent variable due to the independent variables is large enough in the current study.

4.7.4 COEFFICIENTS OF THE REGRESSION MODEL

Coefficients

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.309	.363		.851	.398
	Transformational_LS	.679	.082	.671	8.249	.000
	Transactional_LS	.275	.096	.231	2.857	.006
	Laissezfaire_LS	-.044	.047	-.067	-0.950	.346

a. Dependent Variable: Project_Success

Table 4.6: Coefficients of the regression model

The result shows that the effect of transformational leadership style on project success is statistically significant ($p=000$) and positive (Beta coefficient= 0.671) implying that the more the leader is transformational, the more the project success would be. Thus, the hypothesis proposing a significant and positive effect of transformational leadership style on project success is supported. This finding aligns with previous research. For instance, Gundersen et al. (2012) stated that transformational leadership helps clarify performance standards and reduces role ambiguity in projects, contributing to their success. Transformational leaders have a clear vision of project goals and the pathway to achieving them. Additionally, Anantatmula (2010) and Yang et al. (2010) found that transformational leadership significantly influences various workplace outcomes, particularly enhancing project success. Transformational leaders foster confidence and respect among their subordinates, which enables them to positively influence their followers' performance, leading to higher job satisfaction and better organizational outcomes (Givens, 2008). Transformational leadership positively influences organizational innovation and employee performance, emphasizing its crucial role in fostering a creative and productive work environment Gumusluoglu & Ilsev (2009).

The result indicates that the effect of the transactional leadership style on project success is statistically significant ($p= 0.006$) and positive (Beta coefficient = 0.231). This finding suggests that as leaders adopt a more transactional approach, project success increases. Therefore, the hypothesis proposing a significant and positive effect of transactional leadership style on project success is supported. This aligns with previous research, Avolio et al. (2004) discusses how transactional leadership can lead to effective performance in certain contexts, particularly when organizational objectives are well-defined, and rewards are clearly linked to performance. Tyssen et al. (2012), who indicates that transactional leadership is particularly effective in achieving desirable outcomes when goals are stable and well-defined. In essence, transactional leadership behaviors are beneficial in projects that have clear objectives. Transactional leadership is characterized by a series of exchanges between leaders and followers. Leaders can be effective to the extent that they clarify expectations and goals; however, they often overlook the long-term development of their followers (Bass, 1985). Podsakoff et al. (2006) emphasized that transactional leadership behaviors, such as contingent reward and management by exception, can lead to higher employee performance and increased organizational commitment.

As indicated in Table 4.6, the effect of laissez-faire leadership style on project success is statistically not significant. Therefore, the hypothesis proposing a significant and negative effect of laissez-faire leadership on project success is not supported. This result is in-line with previous studies, Bass & Avolio (1994) discusses that laissez-faire leadership style as a form of non-leadership and states that this style can lead to a lack of direction and lower performance in teams. Skogstad et al. (2007) also indicated that laissez-faire leadership was linked to higher levels of role ambiguity and lower team effectiveness. The lack of guidance from laissez-faire leaders can lead to confusion and decreased performance.

4.8 SUMMARY OF HYPOTHESES TEST

Hypothesis	Description	Results	Decision
H1	The effect of transformational leadership style on project success is significant and positive	Significant and positive	Hypothesis supported

H2	The effect of transactional leadership style on project success is significant and positive	Significant and positive	Hypothesis supported
H3	The effect of laissez-faire leadership style on project success is significant and negative	Not significant	Hypothesis not supported

Modified Model

Based on the results, the regression model used in this study is rewritten as follows;

$$PS = 0.309 + .671TML + .231TRL + \epsilon.$$

Where;

PS =Project Success (Dependent variable)

0.309 is the intercept

TML is Transformational leadership style

TRL is Transactional leadership style

PL is of participatory leadership

.671, .231, are coefficients of the independent variables of Transformational leadership style, and Transactional leadership style respectively.

ϵ is the error term.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

In the earlier sections of this study, the results of descriptive statistics, correlations between leadership styles and project success, as well as the effect of these leadership styles on project successes were presented. Adding up on these findings, this section summarizes the key conclusions and offers targeted recommendations and suggestions for further study for the organization under study.

5.1 SUMMARY AND CONCLUSION

This study aimed to study the effect of leadership styles—transformational, transactional, and laissez-faire—on project success in the case of UNHCR, Ethiopia.

As per the result of the analysis both transformational and transactional leadership styles have a statistically significant and positive effect on project success, supporting the respective hypotheses (H1 and H2). Transformational leadership, with a Beta coefficient value of 0.671, significantly enhances project outcomes, as highlighted by previous research. Similarly, transactional leadership, with a Beta coefficient of 0.231, has a positive effect on project success which is also in-line with previous research.

In contrast, the laissez-faire leadership style was found to have no significant effect on project success, leading to the rejection of hypothesis H3. This indicates that a more active and engaged leadership approach is essential for achieving successful project outcomes, as laissez-faire leadership may not provide the necessary guidance and support.

5.2 RECOMMENDATIONS

Based on the findings from both the descriptive and regression analyses of this study, the following recommendations are proposed:

- Due to the fact that transformational leadership has demonstrated a positive effect on project success results, UNHCR Ethiopia should give due attention in improving these leadership styles to make the success of projects better. This style encourages motivation, creativity, and a collective vision among team members, which are essential for achieving project success.

- Project success is effective from the use of transactional leadership style. UNHCR, Ethiopia should be flexible in accordance to the context of projects and give attention in improving this style of leadership.
- Due to the fact that there is no association of project success with laissez-faire leadership style, UNHCR Ethiopia should reduce this style.
- Regularly evaluate the effect of leadership styles on current projects and be prepared to adjust strategies as needed to achieve project objectives and enhance results.

5.3 RESEARCH LIMITATION AND AREAS OF FURTHER RESEARCH

- Since this study focused solely on transformational, transactional, and laissez-faire leadership styles effect on project success, future research could include additional factors related to both leadership and project success to provide a more comprehensive understanding.
- This research relied solely on data collected from employees of UNHCR Ethiopia, which limits the ability to make broader conclusions about the effects of leadership styles on project success that could apply to other organizations or sectors in similar contexts.
- The study's exclusive focus on UNHCR's Ethiopia operation may limit the finding's generalizability to the larger, internationally operating agency.
- Consequently, the study recommends further research on this topic, involving data collection from employees across various organizations within the sector. This would improve the generalizability of the findings to other similar organizations.

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APPENDIX

ANNEX I-DATA COLLECTION INSTRUMENTS

APPENDIX I- QUESTIONNAIRES FOR EMPLOYEES



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERSE MASTER OF ARTS IN PROJECT MANAGMENT

Dear Respondents:

I would like to express my earnest appreciation for your generous time, honest and prompt response. The main purpose of this questionnaire is to collect data which will be helpful in research work titled “**The effect of leadership style on project Success: In the case of UNHCR.**” As an employee of **UNHCR**, your participation in this study will be valuable and greatly appreciated.

I want to assure you that this research is only for academic purpose. No other person will have access to the data collected. That is, the secrecy of the information you provide is strictly protected.

SECTION ONE: DEMOGRAPHIC PROFILE

INSTRUCTION: This part of the questionnaire asks your personal and job-related information.

Please respond to each question by circling the choice that represents your personal profile.

1. Sex: 1) Male 2) Female

2. Age: 1)20-25 2) 26-30 3) 31- 40 4) 41-50 5) Above 50

3. Marital Status: 1) Single 2) Married 3) Divorced 4) Widowed

4. Qualification: 1) Diploma 2) 1st Degree 3) Masters Degree 4) PhD

5. Total years of experience at UNHCR 1)1-5 2) 6-10 3) 11- 15 4) above 15 years

SECTION TWO: MEASUREMENT FOR LEADERSHIP STYLE

INSTRUCTION: This leadership style related question intended to measure your perception of leader’s style of leadership in three dimension such as transformational, transactional and laissez faire. Please make a ‘√’ mark on your response to each statement according to the five-point scale labeled at each statement.

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

Measurement Items for Transformational Leadership

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I would describe my Leader as one who:					
1. Communicates a clear and positive vision of the future	1	2	3	4	5
2. Treats staff as individuals, supports and encourages their development	1	2	3	4	5
2. Gives encouragement and recognition to staff	1	2	3	4	5
3. Fosters trust, involvement and cooperation among team members.	1	2	3	4	5
4. Encourages thinking about problems in new ways and questions assumptions	1	2	3	4	5
5. Is clear about his/her values and practices which he/she preaches	1	2	3	4	5
6. Instills pride and respect in others and inspires me by being highly competent	1	2	3	4	5

Source: Carless, Wearing and Mann (2000)

Measurement Items for Transactional Leadership

Items	Strongly	Disagree	Neutral	Agree	Strongly
I would describe my supervisor as one who:					
1. Rewards the employees' performance when they live up to the leader's requirements	1	2	3	4	5
2. Rewards the employees' dependent on how well they perform their jobs	1	2	3	4	5
3. Points out what employees will receive if they do what is required	1	2	3	4	5
4. Gives individual employees positive feedback when they perform well	1	2	3	4	5
5. Actively shows his or her appreciation of employees who do their jobs better than expected	1	2	3	4	5
6. Personally, compliments employees when they do outstanding work	1	2	3	4	5
7. Gives negative consequences to the employees if they perform worse than their colleagues	1	2	3	4	5
8. Makes sure that it has consequences for the employees if they do not consistently perform as required	1	2	3	4	5

Measurement items for Laissez-faire

Source: Jensen et al. (2016)

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I would describe my Leader as one who:					
1. let others continue working in the same way always	1	2	3	4	5
2. Whatever others want to do is OK for the leader	1	2	3	4	5
3. Ask no more of others than what is absolutely essential	1	2	3	4	5

SECTION THREE: MEASUREMENT FOR PROJECT SUCCESS

Please make a „√’ mark on your response to each statement according to the five-point scale labeled at each statement

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

		1	2	3	4	5
Section E: Cost Efficiency						
E1	Projects are completed within budget					
E2	Resources are allocated effectively to minimize costs					
E3	Cost-saving measures are implemented appropriately					
Section F: Schedule Adherence						
F1	Projects are completed within the scheduled timeframe.					
F2	Delays are minimized through effective planning and coordination					
F3	Milestones and deadlines are met consistently					
Section G: Quality of Workmanship						

G1	Work is completed to high standards of quality and craftsmanship					
G2	Attention to detail is evident in project execution					
G3	Quality control measures are implemented effectively					
Section H: Client Satisfaction						
H1	Clients' needs and expectations are met or exceeded					
H2	Communication with clients is clear and responsive					
H3	Clients' express satisfaction with the overall project experience					