



ADDIS ABABA UNIVERSITY

SCHOOLE OF COMMERCE

MBL PROGRAM

**THE ROLE OF LEADERSHIP STYLES ON PROJECT
SUCCESS: A CASE STUDY OF ADDIS ABABA ABATTOIR
ENTERPRISE**

BY:

MELAT WALLE

(ID.NO.GSD/5025/14)

ADVISOR: BAHREN ASRAT (PH.D)

**JUNE, 2025
ADDIS ABABA, ETHIOPIA**

**THE ROLE OF LEADERSHIP STYLES ON PROJECT SUCCESS: A CASE
STUDY OF ADDIS ABABA ABATTOIR ENTERPRISE**

BY:

MELAT WALLE

ADVISOR: BAHREN ASRAT (PH.D)

**A FINAL PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY
SCHOLLE OF COMMERCE GRADUATE STUDIES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ART IN BUSINESS LEADERSHIP**

JUNE, 2025

ADDIS ABABA, ETHIOPIA

Declaration

I, Melat Walle hereby declare that this research the project works entitled “*The Role of Leadership Style in Success of Project: in the case of Addis Ababa Abattoirs Enterprise (AAAE)*” is my original work and has not been used by others for any requirements in any other places and sources of materials used in this project have been properly acknowledged.

Declared by: Melat Walle

Signature: -----

Date: -----

Confirmed by the advisor

Name: Bahren Asrat (Ph.D.)

Signature: -----

Date -----

Certification

This is to certify that, this project work “The Role of Leadership Style on Project Success: in the case of Addis Ababa Abattoirs Enterprise (AAAE)”, undertaken by Melat Walle for the partial fulfillment of an The Degree of Masters of Art in Business Leadership at Addis Ababa University, School of Commerce MBL Program is an original work and not submitted earlier for any degree either at this university or any other university.

Bahren Asrat (Ph.D)

Signature

Date

Research Adviser

Advisor's Certification

This project has been submitted for examination with my approval as university Advisor.

Name: Bahren Asrat (Ph.D.)

Signature: -----

Date of approval: -----

Addis Ababa University

School Of Commerce

MBL program

The Role of Leadership Style on Project Success In the case of Addis Ababa
Abattoirs Enterprise

by:

Melat Walle

Approval of examiners:

Research advisor

Signature

Date

Internal examiner

Signature

Date

External examiner

Signature

Date

Chair of Department or Graduate Program Coordinator

Acknowledgement

First of all, I would like to praise my almighty God for giving me the potential to complete this study. Then, I wish to express my deepest and heartfelt thanks to my advisor, Bahren Asrat (Ph.D.), who dedicated much of his tight time in advising and encouraging me during the preparation of this study. I would also extend my sincere gratitude to Ato Tekola Hailu for their invaluable comment and encouragement during conducting this research. I want to appreciate AAAE Employee and Managers for their Cooperation and Time. Finally, special thanks go to my family for their valuable help in every stage in my life and career success.

Declaration.....	i
Certification	ii
Acknowledgement	iv
List of Table	ix
List of Figure	x
Abstract.....	xi
Acronyms/Abbreviation	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Organizational profile	3
1.3 Statement of the problem.....	4
1.4 Research questions.....	5
1.4.1 Main Research Question	5
1.4.2 Specific Question	5
1.5 Objectives of the Study.....	6
1.5.1 General Objective.....	6
1.5.2 Specific Objectives.....	6
1.6 Significance of the Study	6
1.7 Scope of the Study	7
1.8 Limitations of the Study	8
1.9 Organization of the study.....	8
CHAPTER TWO.....	9
LITERATURE REVIEW	9
2. Introduction.....	9
2.1 Leadership Theories.....	10
2.1.1 Introduction	10

2.1.2 The Great-Man Theory.....	10
2.1.3 Trait Theory.....	12
2.1.4 Contingency Theories (Situational)	12
2.1.5 Style and Behavior Theory.....	13
2.1.6 Process Leadership Theory	14
2.1.7 Transactional Theory.....	15
2.1.8 Transformational Theory.....	16
2.2 Leadership Styles	17
2.2.1 Introduction	17
2.2.2 Transactional Leadership Style	18
2.2.2.1 Contingent Reward	19
2.2.2.2 Management by Exception (Active).....	20
2.2.2.3 Management by Exception (Passive)	20
2.2.3 Transformational Leadership Style	21
2.2.3.1 Idealized Influence	21
2.2.3.2 Inspirational Motivation	22
2.2.3.3 Intellectual Stimulation	23
2.2.3.4 Individualized consideration.....	23
2.3 Laissez-faire leadership (LFL).....	24
2.4 Project success criteria.....	26
2.4.1 Stakeholders satisfaction	27
2.4.2 Quality of deliverables	28
2.5 Relationship between Leadership Styles and Project Success.....	28
2.6 Conceptual Framework.....	30
1. Independent Variable: Leadership Styles	30
2. Intervening Variables: Leadership Factors	31
3. Dependent Variable: Project Success	32

CHAPTER THREE	33
METHODOLOGY OF THE RESEARCH	33
3.1 Introduction.....	33
3.2 Description of the Study Area.....	34
3.3 Research Design	34
3.4 Research Approach	34
3.5 Population and Sample Design	34
3.6 Data Source and Type.....	35
3.7 Data Collection Procedure	36
3.8 Method of Data Analysis and Presentation.....	37
3.9 Validity and Reliability Test.....	37
3.10 Ethical Consideration.....	39
CHAPTER FOUR:	40
DESCRIPTIVE ANALYSIS AND INTERPRETATION	40
4.1 Introduction.....	40
4.2 The Role of Descriptive Statistics and the Likert Scale	41
4.3 Descriptive Analysis of Respondents’ Demographic Profile	41
4.4 Descriptive Statistics.....	44
4.4.1 Leadership Style in the Organization	45
4.4.2 Factors Contributing to Project Success	48
4.4.3 Leadership Influence on Project Outcomes	51
4.4.4 Perception of Leadership Effectiveness	54
4.5 Correlations Analysis.....	56
4.6 Diagnostic Test.....	59
4.6.1 Normality Test.....	59
4.6.2 Linearity Test.....	60
4.6.3 Homoscedasticity Test.....	61

4.6.4 Multicollinearity	63
4.7 Regression Analysis.....	64
CHAPTER FIVE	68
CONCLUSION AND RECOMMENDATIONS	68
5. Introduction.....	68
5.1 Summary of Major Findings.....	68
5.2 Conclusion	70
5.3 Recommendations.....	71
5.4 Directions for Future Research	72
Reference	73
ANNAX.....	78

List of Table

Table 4.1 Respondents' Demographic Profile.....	42
Table 4.2 Leadership Style in the Organization	45
Table 4.3 Factors Contributing to Project Success.....	48
Table 4.4 Leadership Influence on Project Outcomes.....	51
Table 4.5 Perception of Leadership Effectiveness	54
Table 4.6 Pearson Correlations analysis.....	57
Table 4.7 Correlation analysis	58
Table 4.8 Normality Test.....	59
Table4.9 Multicollinearity Table	63
Table 4.10 Regression Analysis model	64
Table 4.11 ANOVA ^a of Regression Analysis	66
Table 4.12 Coefficients of Regression Analysis	67

List of table

Figure 2.1 Conceptual Framework	33
Figure 4.1 Histogram normality test.....	60
Figure 4.2 P-Plot Regression Source.....	61
Figure 4.3 Scatter plot Showing Homoscedasticity	62

Abstract

This research aims to provide practical and theoretical insights into how leadership behavior shapes project execution in complex industrial environments. Employing a mixed-methods research design, the study integrates quantitative survey data with qualitative insights from interviews. The data was analyzed using SPSS. The finding shows the relationships between leadership styles and project performance metrics such as schedule adherence, budget compliance, team cohesion, and customer satisfaction. Qualitative data further enriches the analysis by highlighting contextual factors such as cultural expectations, generational diversity, and the organizational climate that mediate the leadership-performance link. Key findings indicate that transformational leadership, characterized by vision, inspiration, and individualized support, is strongly associated with improved project outcomes and higher employee morale. Conversely, passive or overly rigid leadership styles tend to exacerbate existing operational inefficiencies. The conclusions offer actionable recommendations for enhancing leadership effectiveness within the abattoir enterprise and similar institutions. These include targeted leadership training, inclusive decision-making practices, and the development of flexible leadership frameworks. Beyond its practical relevance, the study contributes to the broader academic discourse on leadership and project management by contextualizing theoretical models within an industry that is underrepresented in empirical research. It further serves as a case study that could inform policy development and capacity-building efforts across Ethiopia and other emerging markets.

Keywords: *Leadership styles, project success, transformational leadership, transactional leadership, laissez-faire, Addis Ababa Abattoir Enterprise*

Acronyms/Abbreviation

AAAE ----- Addis Ababa Abattoirs Enterprise

LFL ----- Lazier fair Leadership

ANOVA-----Analysis of Variance

SPSS-----Statistical Package for the Social Sciences

MBO-----Management by Objectives

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective leadership is a critical determinant of project success across various organizational settings. Leadership style, defined as the behavioral approach a leader adapts to guide, influence, and manage individuals or teams, plays a vital role in shaping the outcomes of projects. Scholars have identified various leadership styles such as transformational, transactional, autocratic, democratic, and laissez-faire each of which influences team dynamics, communication patterns, and decision-making and overall project performance in different ways (Northouse, 2021).

In project-based environments, such as those found in public service and enterprise institutions, leadership effectiveness is closely linked to the successful implementation of strategic and operational objectives. Project success has traditionally been measured by the "iron triangle" of cost, time, and scope. However, contemporary research emphasizes a broader perspective that includes stakeholder satisfaction, quality of deliverables, team cohesion, and alignment with long-term organizational goals (Mir & Pinnington, 2014). As such, a leader's ability to align their leadership style with the specific needs and challenges of the project environment is increasingly seen as a key success factor. The Addis Ababa Abattoir Enterprise (AAAE), as a public sector organization engaged in meat processing and distribution operates within a complex institutional environment marked by regulatory constraints, resource limitations, and heightened stakeholder scrutiny (Fernandez & Rainey, 2006). These challenges, common in public-sector entities, necessitate adaptive leadership strategies to align project execution with institutional goals, particularly in improving service delivery, infrastructure modernization, and operational efficiency (Pinto & Slevin, 1988)

Research shows that in environments with limited resources, leadership styles have a big impact on project performance. For example, by encouraging innovation and stakeholder buy-in, transformational leadership which prioritizes employee empowerment and vision-sharing has been connected to better project outcomes in public companies (Bass & Avolio, 1994). On the other hand, transactional strategies that prioritize process compliance might better meet legal

requirements, but they run the risk of limiting innovation (Turner & Müller, 2003). Examining these relationships in the particular setting of AAAE may provide useful information on how to best employ leadership techniques to get around institutional obstacles, reduce risks, and improve project success (Ayub et al., 2017). These results would support public-sector management frameworks in developing economies as well as organizational development theory.

According to empirical research conducted in the context of the agro-industry, effective leadership fosters productive organizational behaviors and improves project performance through better communication, motivation, and decision-making processes. It has been demonstrated that contingency, democratic, and bureaucratic leadership styles all have a positive impact on project success (Ngu, J. N. 2023). Research shows that the adoption of innovation and effective project implementation are directly correlated with plant systems and leadership behaviors, particularly in the meat processing industry. Overcoming industry reluctance to new methods and guaranteeing the success of operational and infrastructure initiatives require leadership that promotes innovation, empowers employees, and eases change processes (Australian Meat Processor Corporation, 2023).

According to research conducted in related food processing industries, transformational leadership which is defined by empowerment, adaptability, and sharing of vision is particularly successful during times of technological change, whereas transactional approaches might have less of an effect in complex project environments (Nguyen, D. M. 2024). Additionally, research shows that leadership affects project success both directly by overseeing teams and managing resources and indirectly by encouraging cooperation and a cooperative corporate culture. These results highlight how crucial it is to choose and cultivate leadership philosophies that complement the particular difficulties faced by the meat processing industry in order to maximize project results and boost institutional performance (Jiang, J. 2014).

This research seeks to explore the relationship between leadership styles and project success by conducting a case study of the Addis Ababa Abattoir Enterprise. The study will identify the dominant leadership styles practiced within the enterprise and assess their impact on project success indicators. The findings are expected to contribute to the broader understanding of

leadership effectiveness in public enterprise project management and inform future leadership development and project planning strategies.

1.2 Organizational profile

The present Addis Ababa Abattoirs Enterprise (AAAE) was first established as "Ethiopians Abattoirs Share Company" in November 1957 with an initial capital of Birr 1,367,000.00. At the time the shareholder was Addis Ababa Municipality 41.6%, local investor 42.4%, then the royal family 12% and foreign investor 4%. The Share Company objective of opening a meat processing business in 10 towns of the country failed and its service restricted for Addis Ababa city dwellers. Behold, it starts to administer under the city municipality while it was fully nationalized in January 1975 by the degree regime. And now it comes in August 1998 as a result of the adoption of a new market economy policy of the Federal Democratic Republic of Ethiopia the Abettor was reestablished as a public enterprise and named as "Addis Ababa Abattoirs Enterprise" (AAAE, Information and Public Relations office, 2019). The vision of AAAE is "To provide an international standard slaughtering service and value added products that are analogous to our Abattoirs heritage in 2025". And the mission is "To provide multi species animals slaughtering service whose hygiene is properly maintained and whose healthiness is medically ascertained; Supply meat products to domestic and foreign markets after having them processed; Supply other products to the domestic market by processing and manufacturing them in quality and quality, out of essential elements extracted from products of the meal; Determine and receive charges for the service it provides". The enterprise gives an average slaughtering service for 1200 cattle per day, 1000 sheep and goats, 100 pigs and 10 camels within 8 working hours. In addition to slaughtering service providing, by-product processing of inedible part of the carcass obtained from slaughtered animals is also the other main activities of the enterprise (AAAE, Information and Public Relations office, 2018). The enterprise is dully supervised by the Addis Ababa City Government, in which the Addis Ababa City manager's office is the higher supervising body being it's fallen under the municipal service category. Behold, the CEO named Managing Director of the enterprise is under the direct supervision of the AAAE Board of Directors whom control, guide, and give directions for the overall management of AAAE and also moving necessary directions as per their directories. The 3 CEO is responsible for the overall strategic and operational activities of the enterprise to management members who are assigned by the

Board of Director. However, sanitary quality is certified and verified by an independent body appointed by Addis Ababa City Urban Agricultural Development Bureau. Based on the mission of the Enterprise it has four line departments that are reported to Deputy Managing Director. The Rest Supporting staff departments are reporting directly to Deputy Managing Director corporate Sector.

1.3 Statement of the problem

Project managers, recognizing that success extends beyond mere technical and managerial proficiency, would be adept at diagnosing project contexts and adapting their leadership approach to foster optimal team performance, navigate complexities, and ultimately deliver desired outcomes. This would lead to a project environment where initiatives are completed on time, within budget, and to the satisfaction of all stakeholders, thereby contributing significantly to organizational growth and strategic objectives (Dvir et al., 2003; Kerzner, 2022).

Despite the critical importance of effective project management, there remains a persistent and alarming rate of project failures, both locally and globally, with estimates ranging from 66% to 99% (Standish Group, 2009). This pervasive failure can be attributed, in part, to a significant oversight within many organizations and among project managers: an overemphasis on the technical and managerial aspects of project execution, often at the expense of understanding and applying appropriate leadership styles. There is a demonstrable gap in comprehensive knowledge regarding the nuanced relationship between specific leadership styles and project success, particularly concerning the precise conditions under which certain styles are most effective and how to implement them strategically for successful project completion.

There is a substantial knowledge vacuum in the quickly changing meat processing sector due to the paucity of targeted studies on how leadership styles affect project success. Few empirical studies have examined how different leadership approaches affect perceived project success specifically in the meat processing context, despite the fact that effective leadership is widely acknowledged as a critical factor for the success of project-based initiatives across various sectors (Ngu, 2023). Because of this disparity, companies in this industry are less able to maximize their project management procedures, which could lead to decreased team productivity and overall organizational performance. In order to fill this gap, the current study aims to determine the

critical leadership elements that either support or impede effective project outcomes by examining the intricate interaction between various leadership philosophies and project success in meat processing companies.

While the critical link between leadership styles and project success is widely acknowledged, there remains a notable research gap concerning this relationship specifically within the unique operational context of the Addis Ababa Abattoirs Enterprise. Existing literature often generalizes findings across industries or focuses on broader national contexts within Ethiopia, without delving into the specific challenges, cultural nuances, and operational realities of a public enterprise in the meat processing sector. Therefore, this study addresses the empirical gap by investigating how different leadership styles are perceived and applied by project managers at the Addis Ababa Abattoirs Enterprise, and critically, how these styles correlate with the success metrics of their projects, ultimately providing tailored insights for improving project outcomes within this vital local industry.

1.4 Research questions

1.4.1 Main Research Question

What is the relationship between leadership styles and project success?

1.4.2 Specific Question

1. What is the predominant leadership styles utilized at Addis Ababa Abattoir Enterprise?
2. What are the key factors associated with leadership styles that contribute to project success?
3. How do these leadership styles specifically influence project success in terms of efficiency, quality, and profitability?
4. What are the perceptions of project-based employees at the Addis Ababa Abattoirs Enterprise regarding the effectiveness of different leadership styles in meeting project objectives?

1.5 Objectives of the Study

1.5.1 General Objective

The General objective of the study was to Exploring the Impact of Leadership Styles on Project Success.

1.5.2 Specific Objectives

1. To identify the predominant leadership styles utilized at Addis Ababa Abattoir Enterprise?
2. To identify the key factors associated with leadership styles that contribute to project success?
3. To explore leadership styles specifically influence project outcomes in terms of efficiency, quality, and profitability?
4. To examine to what extent do project-based employees perceive the leadership styles as effective in meeting project objectives?

1.6 Significance of the Study

This study is significant for several reasons. First, it aims to contribute to the understanding of how different leadership styles impact project success, specifically within the context of Addis Ababa Abattoir Enterprise. By focusing on this particular industry, the research seeks to provide practical insights into the leadership practices that can influence project outcomes, including efficiency, quality, and profitability.

The findings of this study can be utilized by project managers and organizational leaders in the meat processing industry to improve their leadership strategies, leading to better project execution and overall organizational success. Moreover, this research can help in addressing leadership challenges that have been identified within the enterprise and provide actionable recommendations to foster improved leadership practices. As leadership is a key factor in determining project success, this study's outcomes can support the creation of effective, adaptive, and resilient leadership strategies that are essential in a dynamic industry like meat processing.

In addition, this study will add to the academic literature on leadership styles and project management, particularly within industries that face complex operational challenges. It will also

serve as a case study that could inspire further research in similar contexts or industries with similar challenges.

1.7 Scope of the Study

This research focuses on assessing the relationship between leadership styles and project success within the context of the Addis Ababa Abattoir Enterprise (AAAE). It aims to explore how various leadership approaches affect project performance indicators such as efficiency, quality, and profitability. The study specifically targets project-based employees and managers who are directly involved in planning and executing projects at the enterprise.

The scope of this study is intentionally limited to provide focused and relevant insights. Firstly, the organizational context is confined to the Addis Ababa Abattoir Enterprise, ensuring a consistent environment for observation and analysis. Regarding the population, the study targets project-based employees as well as mid- to top-level management, as these groups are directly involved in project execution and leadership, making them central to the investigation.

In terms of focus areas, the research primarily concentrated on identifying the predominant leadership styles exhibited within the enterprise. Furthermore, it analyzed how these leadership styles influence key project success factors, thereby shedding light on their practical implications. Additionally, it explored employee perceptions regarding the effectiveness of these leadership approaches, offering a well-rounded perspective on leadership impact from both managerial and subordinate viewpoints.

The time frame for the study encompasses ongoing projects and those completed within the last three years, allowing for the examination of both current practices and recent outcomes. Certain elements are intentionally excluded from the scope to maintain clarity and relevance; specifically, the study not involved non-project-based employees or external stakeholders, as their roles are not directly related to the leadership dynamics being evaluated.

Lastly, the conceptual scope of the study includes an exploration of the dominant leadership styles practiced by project managers and team leaders, alongside a review of key project success criteria including time, cost, scope, stakeholder satisfaction, and quality of deliverables. A core component of the research was to examine the relationship between these leadership styles and

the various success indicators, aiming to uncover patterns and correlations that could inform more effective leadership strategies in the future

1.8 Limitations of the Study

This study is subject to several limitations that may affect the generalizability and comprehensiveness of its findings. To begin with, the research contextually limited, as it focuses solely on the Addis Ababa Abattoir Enterprise. Consequently, the results may not be applicable to other meat processing enterprises or industries operating in different regions, where leadership dynamics and organizational challenges could differ significantly. Furthermore, the study relies heavily on the perceptions of project-based employees, which introduces an element of subjectivity. These employees' individual experiences, biases, and varying interpretations of leadership effectiveness may influence the data and, in turn, the overall findings.

In addition, the study may not capture the full spectrum of leadership styles present within the organization; particularly as such styles are not static and may evolve over time. The research will emphasize the most prevalent leadership approaches, which could inadvertently overlook emerging or less common practices. Time constraints also pose a limitation, as the study reflects leadership behaviors and project outcomes during a specific period. As a result, it may fail to account for long-term leadership impacts or gradual changes in leadership styles over time.

Moreover, there are limitations associated with data collection methods. Although tools such as surveys and interviews are valuable, they may not fully reflect the nuanced and complex nature of leadership and its influence on project success. There may also be difficulties in reaching all relevant participants, potentially leading to gaps in the data. Lastly, external factors such as economic downturns, supply chain disruptions, or changes in governmental regulations can also affect project outcomes. However, these influences lie beyond the primary scope of this study and will not be the central focus of the analysis.

1.9 Organization of the study

The structure of this research report is organized into five chapters. Chapter one introduces the study by presenting the background, problem statement, research objectives, research questions, and the significance and scope of the study. Chapter two reviews relevant literature, providing a

theoretical and empirical foundation for the research. It discusses key concepts, theoretical frameworks, and previous studies related to leadership styles and project success. Chapter Three describes the research methodology, including the research design, population and sampling procedures, data collection instruments, data collection procedures, methods of data analysis, as well as measures taken to ensure validity, reliability, and adherence to ethical standards. Chapter Four presents the results of the study, accompanied by a detailed analysis and interpretation of the findings. Chapter Five concludes the report by summarizing the key findings, drawing conclusions, and offering recommendations for practice and future research.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter reviews literature relevant to the study, focusing on leadership theories and styles, their influence on project success, and the role of leadership in shaping employee productivity and team dynamics. Leadership, as a multifaceted concept, has been widely recognized as a critical determinant of organizational effectiveness, especially in project-based environments.

Understanding the foundations and evolving perspectives of leadership theories is essential to grasp how leadership styles contribute to the successful execution of projects.

The review begins by outlining classical and contemporary leadership theories, including the Great-Man Theory, Trait Theory, Contingency Theories, and others. It then delves into specific leadership styles namely transactional and transformational and their distinct elements. This is followed by a discussion on how these leadership approaches influence project success metrics, such as stakeholder satisfaction and quality of deliverables. The chapter further explores the intersection between leadership and employee productivity, as well as the pivotal role leadership plays in team building and conflict resolution. Finally, the theoretical and conceptual frameworks guiding the study are presented.

2.1 Leadership Theories

2.1.1 Introduction

Leadership has long been recognized as a critical factor influencing the success of projects across various organizational contexts. Theories of leadership provide foundational perspectives on how leaders influence outcomes, guide teams, and shape the conditions necessary for project success. Over time, a wide range of leadership theories have emerged, each offering distinct insights into the characteristics, behaviors, and situational dynamics that contribute to effective leadership. In the context of this research study *The Impact of Leadership on Project Success* several key leadership theories are particularly relevant, including the Great-Man Theory, Trait Theory, Contingency (Situational) Theories, Style and Behavior Theory, Process Leadership Theory, Transactional Leadership Theory, and Transformational Leadership Theory.

2.1.2 The Great-Man Theory

The Great-Man Theory is one of the earliest leadership concepts, proposing that effective leaders are born with innate qualities that predispose them to lead (Carlyle, 1841). This theory, although considered outdated by many scholars today, laid the groundwork for subsequent approaches by emphasizing the unique status of leaders in shaping organizational outcomes.

Building on this, the Trait Theory sought to identify the specific personal attributes such as confidence, intelligence, and integrity that distinguish successful leaders from others (Northouse, 2022). In project environments, such traits can enhance leader credibility, foster trust, and influence team performance.

The Contingency and Situational Theories emerged in response to the limitations of trait-based thinking, asserting that no single leadership style is universally effective. Instead, leadership success depends on the alignment between the leader's style and contextual variables, such as task complexity, team composition, and organizational culture (Fiedler, 1967; Hersey & Blanchard, 1982). These theories are particularly applicable to project-based settings, where adaptability and responsiveness to changing conditions are essential.

The Style and Behavior Theories emphasize the actions and decision-making patterns of leaders rather than their traits. These theories distinguish between task-oriented and relationship-oriented leadership behaviors, arguing that effective leaders must balance both dimensions to achieve project goals (Lewin, Lippitt, & White, 1939; Blake & Mouton, 1964).

The Process Leadership Theory further advances this perspective by viewing leadership as an interactive process that involves influencing others to achieve common objectives (Northouse, 2022). It focuses on the dynamic relationship between leaders and followers and the shared processes that contribute to effective teamwork and project success.

The Transactional Leadership Theory takes a more structured approach, emphasizing clear roles, task assignments, performance monitoring, and reward-based systems. According to Bass (1985), transactional leaders function through a system of exchanges, offering incentives in return for productivity and goal attainment. This can be particularly useful in maintaining control and accountability within project environments.

In contrast, the Transformational Leadership Theory promotes a visionary and inspirational leadership style that seeks to motivate followers beyond transactional exchanges. Transformational leaders encourage innovation, foster commitment, and develop team capabilities to achieve long-term success (Bass & Riggio, 2006). Research has shown that

transformational leadership is positively associated with project effectiveness, especially in dynamic and complex project settings.

Together, these theories provide a comprehensive lens through which to examine how leadership styles influence project outcomes. Understanding their relevance and application can offer deeper insights into how leaders at organizations such as the Addis Ababa Abattoir Enterprise can effectively drive project success.

2.1.3 Trait Theory

Early leadership theorists posited that leaders were inherently born with distinct physical traits and personality characteristics that set them apart from non-leaders. Trait theories, however, did not explicitly address whether these leadership traits were innate or developed through experience. Jenkins (as cited in Ekvall & Arvonen, 1991) categorized leadership traits into two types: emergent traits, which are largely hereditary such as height, intelligence, attractiveness, and self-confidence and effectiveness traits, which are shaped through experience or learning, such as charisma. Max Weber described charisma as “the greatest revolutionary force,” capable of transforming followers through complete personal devotion to leaders perceived as possessing extraordinary, almost supernatural qualities.

This early emphasis on physical, intellectual and personality traits that distinguished leaders from followers contributed to a body of research suggesting that only minimal differences existed between the two groups (Burns, 2003). However, the inability to identify a universal set of traits common to all effective leaders ultimately led to the decline of trait theory as a dominant framework in leadership studies. By the late 1940s, researchers began to explore the traits of military and civilian leaders separately, revealing that certain leadership traits may emerge as significant depending on contextual factors and developmental timing.

2.1.4 Contingency Theories (Situational)

Contingency theories of leadership propose that no single leadership style is universally effective in all situations. Instead, the appropriateness of a given style depends on various contextual factors, such as the characteristics of the followers, the nature of the task, and the broader organizational environment. According to this theoretical perspective, leadership effectiveness is

determined by how well a leader's style aligns with the specific circumstances they face. Both internal and external environmental dynamics such as organizational culture, employee readiness, and situational pressures require leaders to adapt their approach accordingly.

As Greenleaf (1977) notes, contingency theories are a subset of behavioral theories that argue against the existence of one best way to lead or manage. A leadership style that proves successful in one context may be ineffective in another. Contingency theorists typically place the leader at the center of the leader-subordinate relationship, emphasizing the leader's ability to assess and respond to situational variables. In contrast, situational theorists highlight the role of subordinates, suggesting that followers also shape the nature of the leadership dynamic.

Although situational leadership theory still places significant focus on the leader, it introduces the importance of group dynamics in leadership effectiveness. Research into leader-group relationships has contributed to the development of modern theories of group behavior and leadership. Bass (1997) explains that situational leadership theory asserts that the most effective leadership style depends on the maturity level of the followers—that is, their competence and commitment to the task. First introduced in 1969, the situational leadership model argues that effective leaders must be able to adapt their style between task-oriented and relationship-oriented behaviors depending on the situation at hand.

2.1.5 Style and Behavior Theory

Style theory of leadership emphasizes the importance of specific leadership behaviors and skills that enable a leader to act effectively. It posits that an individual's leadership style is shaped by their prior experiences and personal preferences, and that each leader tends to gravitate toward a particular style with which they feel most comfortable. Similar to the idea that one size does not fit all, style theory argues that no single leadership style is universally effective across all situations.

Yukl (1989) identified three primary leadership styles: autocratic, democratic, and laissez-faire. Democratic leadership was associated with high levels of employee satisfaction, creativity, and intrinsic motivation. Employees working under democratic leaders tended to exhibit strong enthusiasm and energy, maintain positive relationships with their leaders, and sustain productivity

even in the leader's absence. In contrast, autocratic leadership was more focused on maximizing output and efficiency, often at the expense of employee autonomy and morale. Laissez-faire leadership, while generally considered less effective, was deemed suitable in contexts where team members were highly skilled, experienced, and self-motivated, with a proven track record of performance.

Building upon this framework, Fiedler and House (1994) introduced additional dimensions of leadership behavior: *consideration* and *initiating structure*. Consideration refers to the degree of concern a leader shows for subordinates' well-being and the quality of interpersonal relationships. It reflects the level of trust and mutual respect between leader and team members. *Initiating structure*, on the other hand, refers to the extent to which a leader defines and organizes their own role as well as those of subordinates, focusing on achieving organizational goals and task completion. Both dimensions are critical for effective leadership, as they influence team performance, organizational outcomes, and employee satisfaction.

Consistent with earlier typologies, several scholars have categorized leaders into three broad styles—autocratic, democratic, and laissez-faire. The autocratic leader makes decisions unilaterally, without input from subordinates. In contrast, the laissez-faire leader takes a hands-off approach, allowing subordinates to make decisions independently, often refraining from providing direction or support. The democratic leader, however, engages subordinates in the decision-making process before reaching a conclusion. It is often assumed that most leaders can be classified within one of these three categories, although real-world leadership frequently reflects a blend of styles adapted to situational demands.

2.1.6 Process Leadership Theory

Additional leadership theories that emphasize process and relational dynamics include servant leadership, learning organizations, principle-centered leadership, and charismatic leadership, among others many of which continue to emerge and evolve annually. One of the most influential process-oriented models is servant leadership, introduced by Robert Greenleaf in the early 1970s. The concept gained renewed scholarly attention in the 1990s. At its core, servant leadership advocates that leaders prioritize the needs and development of their followers. The servant leader is one who, by nature, sees themselves first as a servant. This model emphasizes empathy, care,

and the nurturing of followers, encouraging their autonomy, growth, and empowerment. Greenleaf (1996) emphasized that the servant leader is especially attuned to the marginalized or disadvantaged, treating all individuals with equal respect and dignity.

In this framework, the leader serves not merely the people within the organization but acts as a steward of the organization's vision, safeguarding and promoting its values and long-term goals. Leaders within learning organizations, as conceptualized by scholars like Senge, play a crucial role in cultivating and nurturing a shared vision. They view this vision as larger than themselves and strive to align their personal aspirations with the collective goals of the organization and the broader community. These leaders encourage continuous learning, adaptation, and alignment of individual and organizational objectives.

The emergence of such process-oriented leadership theories reflects a broader shift in the evolution of leadership thought. Historically, leadership theory has transitioned from an emphasis on inherent traits and hereditary rights, to acquired traits and behavioral styles, to situational and relational models, and finally to frameworks that prioritize group dynamics, ethical responsibilities, and moral development. As Yammarino (1999) observed, contemporary leadership theory increasingly focuses on the interaction between leaders and followers, highlighting the importance of personal and organizational moral advancement and the leader's contribution to the well-being of others through socially responsible practices.

2.1.7 Transactional Theory

By the late 1970s and early 1980s, leadership theories began shifting focus from isolated examinations of the leader, the leadership context, or the follower, toward a more dynamic understanding of the interactions between leaders and followers. This evolution in thought led to the development of transactional leadership theory, which emphasized the reciprocal nature of leader–follower relationships. According to House and Shamir (1993), transactional leadership is characterized by a series of negotiated exchanges between leaders and followers, where each party fulfills specific obligations in return for anticipated rewards or outcomes. This model is based on the principle of reciprocity, wherein leaders influence followers while simultaneously being influenced by them.

Bass and Avolio (1994) conceptualized transactional leadership as a contingent-reward system, involving active and mutually beneficial exchanges. In this model, leaders recognize or reward followers for achieving predetermined goals. Such rewards may include verbal praise, salary increases, performance bonuses, or career advancement opportunities. Effective transactional leaders reinforce desirable behaviors and outcomes by linking them to tangible incentives, thereby fostering increased motivation, productivity, and collaboration among team members.

However, transactional leadership may also involve corrective measures rather than rewards. In such cases, leaders focus on identifying and addressing deviations from expected performance. This is referred to as *management-by-exception*, which can be either active or passive. In *active* management-by-exception, the leader closely monitors performance and intervenes preemptively to prevent problems. In contrast, *passive* management-by-exception involves delayed responses, where leaders act only after issues become evident (Avolio & Bass, 1997). The distinction between these forms lies in the timing and intensity of the leader's engagement with performance oversight.

2.1.8 Transformational Theory

Transformational leadership distinguishes itself from both earlier and contemporary leadership theories through its emphasis on the pursuit of a greater collective good. This model involves engaging followers in activities that align their personal values with organizational goals, thereby fostering outcomes that yield broader social benefits. As House and Shamir (1993) explain, transformational leaders elevate both the motivation and moral development of followers and themselves by fostering deep, value-based interactions. These interactions, grounded in shared beliefs and goals, have been shown to significantly enhance organizational performance and goal attainment.

Bass expands on this by suggesting that transformational leaders aim to inspire followers to transcend their self-interest in pursuit of higher-order needs, aligning closely with Maslow's (1954) hierarchy of needs. In this sense, transformational leadership is not merely a method of direction, but a developmental process focused on reshaping beliefs, values, and attitudes that inform leadership behavior and the capacity for change.

The literature suggests that transformational leaders encourage both themselves and their followers to set aside personal interests in favor of group advancement. These leaders prioritize the needs and perspectives of their followers, empowering them and fostering leadership potential within the group (House & Aditya, 1997). A distinguishing feature of transformational leadership is its ethical foundation; transformational leaders are recognized for their ability to identify necessary changes, secure collective commitment, articulate a compelling vision, and implement sustained transformation (Burns, 2003).

Furthermore, transformational leaders emphasize individual consideration by attending to the personal development of each follower. They aim to raise their followers' awareness, moral reasoning, and competencies by assigning meaningful work, presenting intellectual challenges, and cultivating a shared sense of purpose. These leaders are visionary in nature, seeking to connect with their followers on a deeper level, and guiding them toward universal values and socially responsible objectives (Burns, 2003).

2.2 Leadership Styles

2.2.1 Introduction

Leadership style is a fundamental factor that influences the effectiveness and outcomes of projects. In project-based organizations, different leadership approaches can determine the degree of team cohesion, task performance, innovation, and ultimately, project success. This section explores three widely recognized leadership styles Transactional, Transformational, and Laissez-faire and examines how their characteristics impact project performance and team effectiveness. Transactional Leadership is a style grounded in structured processes, performance monitoring, and a reward-punishment system. It focuses on maintaining the status quo, achieving short-term goals, and ensuring compliance with organizational standards (Bass, 1985). A key element of this leadership style is Contingent Reward, which involves clarifying expectations and rewarding employees upon successful completion of assigned tasks (Bass & Avolio, 1990). This method is effective in reinforcing desired behaviors and maintaining high levels of accountability within project teams.

Another component of transactional leadership is Management by Exception, which is further categorized into Active and Passive forms. In Management by Exception (Active), leaders

actively monitor work processes, identify issues, and intervene promptly to correct deviations (Avolio & Bass, 2004). This proactive style is particularly useful in projects requiring strict timelines and adherence to standards. In contrast, Management by Exception (Passive) involves a more hands-off approach where leaders intervene only after problems have become serious. This can lead to delays in addressing critical project issues and may hinder team morale (Northouse, 2022).

Transformational Leadership, on the other hand, emphasizes vision, inspiration, and the development of team members. It seeks to raise followers' levels of motivation and morality, fostering a shared sense of purpose and commitment to the project's broader objectives (Bass & Riggio, 2006). One of its key elements is Idealized Influence, where leaders serve as role models, gaining trust and admiration from followers (Bass, 1999). Inspirational Motivation involves articulating a compelling vision that inspires and energizes team members to exceed expectations.

In addition, Intellectual Stimulation encourages creativity and innovation by challenging assumptions and promoting problem-solving. This is particularly vital in dynamic project environments that demand adaptability and continuous improvement. Individualized Consideration involves providing personalized support, coaching, and recognition to address the unique needs of each team member, thereby enhancing overall performance and satisfaction (Northouse, 2022).

Lastly, Laissez-faire Leadership is characterized by a lack of direct supervision and avoidance of decision-making responsibilities. Leaders who adopt this style often delegate decision-making entirely to their teams, providing minimal guidance or feedback (Skogstad et al., 2007). While this approach may foster autonomy in highly competent teams, it often results in ambiguity, lack of coordination, and reduced accountability in less experienced project environments.

2.2.2 Transactional Leadership Style

Transactional leadership is characterized by a structured approach to leadership that emphasizes defined roles, performance expectations, and the exchange of rewards for compliance. It comprises three core components: contingent reward, management-by-exception (active), and management-by-exception (passive). Through contingent rewards, transactional leaders clarify performance expectations and recognize or reward individuals based on their fulfillment of

predetermined objectives. This style is grounded in the notion that contractual agreements and extrinsic motivators are key drivers of follower behavior (Bass, 1985).

In management-by-exception (active), leaders closely monitor performance and intervene proactively to correct deviations from expected standards. Conversely, management-by-exception (passive) involves leaders waiting until problems become severe before taking corrective action. The selection and effectiveness of these approaches are often context-dependent, varying across organizational settings and task requirements.

Although transactional leadership can enhance efficiency and task completion, especially in environments requiring precision, technical expertise, or adherence to tight deadlines—such as technology-driven or high-risk operations—it may also constrain creativity and negatively affect employee job satisfaction. This is due to its reliance on control and compliance over empowerment and innovation.

In contrast, in people-oriented or emotionally complex environments where motivation, shared values, and vision are essential, transformational leadership is often more effective. As MacGregor Burns (2003) notes, while transactional leadership focuses on exchanges to maintain routine performance, transformational leadership seeks to inspire and elevate followers by aligning their values and aspirations with those of the organization.

2.2.2.1 Contingent Reward

Contingent reward leadership emphasizes performance-driven outcomes by linking specific achievements to tangible rewards. Rooted in the understanding that individuals are often motivated by material and concrete incentives, this leadership behavior centers on clear exchanges between effort and reward. While transformational leadership seeks to inspire through emotional connection, shared values, and vision, transactional leadership—particularly the contingent reward component relies on fulfilling individual needs and desires to secure compliance and performance (Bass & Avolio, 2004).

Leaders who adopt a contingent reward approach are expected to provide clear direction and establish defined expectations to ensure tasks are completed effectively. This style builds a

results-oriented environment by promoting mutual accountability and reinforcing performance standards. The core indicators of contingent reward leadership include goal-linked material incentives, clarity in guidance, reciprocal expectations between leader and follower, and the cultivation of trust and confidence within the team.

2.2.2.2 Management by Exception (Active)

Management by Exception (Active) is a form of transactional leadership that should not be mistaken for the passive disengagement typically associated with laissez-faire leadership. Rather, leaders who adopt this style maintain a level of oversight while placing considerable trust in their employees to perform tasks to an acceptable standard. They typically intervene only when deviations from expected outcomes occur. This leadership approach is pragmatic and stability-focused, often aiming to preserve operational continuity rather than pursuing transformational change.

According to Bass and Avolio (2004), this leadership style does not necessarily encourage innovation or extraordinary performance. Instead, it is oriented toward ensuring that established processes are followed and that expected results are achieved. When goals are met, it is taken as evidence that the system is functioning properly, stakeholders are satisfied, and the organization can continue operating as usual.

While Management by Exception (Active) can be effective in structured environments where predictability and routine are valued, it often reflects a risk-averse and change-resistant culture. It tends to lack elements such as visionary leadership, strategic experimentation, and dynamic engagement. Key characteristics of this approach include a foundational trust in employee competence, limited communication beyond corrective feedback, reinforcement of the status quo, and, at times, a diminished sense of innovation and confidence in proactive leadership.

2.2.2.3 Management by Exception (Passive)

Laissez-faire leadership, often considered a form of passive transactional leadership, is characterized by a marked absence of proactive guidance and decision-making. Leaders who exhibit this style tend to avoid setting clear expectations, establishing performance standards, or

formalizing agreements with their subordinates. According to Bass and Avolio (2004), such leaders often delay intervention until problems arise, responding only when issues become unavoidable. This reactive approach can lead to ambiguity, reduced accountability, and diminished organizational effectiveness, particularly in environments that require direction and strategic oversight.

2.2.3 Transformational Leadership Style

Transformational leadership is consistently associated with positive outcomes at both individual and organizational levels. Leaders who adopt this style empower followers to strive for higher-order needs, such as self-actualization and self-esteem (Bass, 1985), while motivating them to prioritize collective goals over personal interests through a spirit of self-sacrifice and commitment to organizational success (Bass, 1995). A key dimension of transformational leadership, **Idealized Influence**, reflects the leader's deep awareness of and concern for followers' needs, fostering a sense of mutual trust and shared risk-taking (Jung et al., 2008). **Inspirational Motivation** encourages and challenges followers to pursue ambitious goals, whereas **Intellectual Stimulation** promotes creativity and innovation by engaging followers in reflective and critical thinking. Additionally, **Individualized Consideration** highlights the leader's role in addressing each follower's unique needs, promoting empowerment, personal growth, and self-efficacy.

Despite these strengths, leadership style alone does not fully account for all factors influencing organizational innovation and effectiveness. Cummings, Midodzi, Wong, and Estabrooks (2010) found that leadership style in isolation was not a direct predictor of outcomes such as patient mortality. Instead, they emphasized the critical role of a cohesive and supportive organizational culture in enhancing results. Their findings indicated that leaders who employed relational or transformational styles achieved better quality outcomes than those who exercised autocratic leadership, regardless of the context.

2.2.3.1 Idealized Influence

Idealized influence represents a core attribute of transformational leadership, wherein leaders inspire followers by serving as role models. Often synonymous with **charisma**, idealized influence involves the articulation of values and a compelling vision that instills purpose,

meaning, and a strong sense of commitment among followers (Yukl, 1999; Shamir et al., 1993). Charismatic leaders are particularly effective in fostering self-confidence in others. Their unwavering belief in their followers' capacity for self-sacrifice and ability to achieve extraordinary goals serves as a powerful motivational force, reinforcing role-modeling behaviors (House & Shamir, 1993). Such leaders demonstrate a deep conviction in their mission and in the potential of their team, enabling them to inspire significant organizational achievements.

Leaders who exemplify idealized influence possess a strong sense of self-determination and emotional stability. Shamir (1993) emphasized that the preservation of self-esteem is a fundamental and pervasive social need, and leaders who maintain their followers' self-worth contribute positively to their personal and professional growth. These leaders regularly engage in clear, values-based communication, model desirable behaviors, and encourage their teams to align with the organization's mission and goals. As noted by John Marshall, CEO of Solaris Power, transformational leaders play a critical mentoring role, supporting their followers while also continuously developing their own leadership competencies. They are, in essence, **learning leaders** adaptive, reflective, and committed to the growth of both themselves and others.

2.2.3.2 Inspirational Motivation

Inspirational motivation is a fundamental element of transformational leadership that involves elevating followers' awareness, aligning them with the organization's mission and vision, and fostering a shared commitment to these overarching goals. Rather than centering on the personality of the leader, inspirational motivation emphasizes the **purpose and principles behind the organization's existence** (Bass & Avolio, 2004). Leaders who embody this style create a compelling vision for the future, articulate it clearly, and engage others in the pursuit of that vision with enthusiasm and optimism.

These leaders avoid stifling creativity and instead cultivate an environment that promotes autonomy and innovation. By empowering employees to make independent decisions and equipping them with the necessary tools and support, they inspire commitment and ownership. The prevention of experimentation or the imposition of rigid controls can demoralize team members; transformational leaders understand that encouraging creative input is essential for positive organizational contributions.

Furthermore, leaders who demonstrate inspirational motivation set high expectations for performance while maintaining open lines of communication. They challenge individuals to exceed conventional boundaries for both personal and organizational advancement (House & Shamir, 1993). Successful leaders actively engage with their teams by inspiring, mentoring, and, when necessary, making difficult decisions including replacing underperforming members to ensure alignment with the vision and to create opportunities for others to grow.

2.2.3.3 Intellectual Stimulation

Leaders who demonstrate intellectual stimulation actively encourage creativity, critical thinking, and innovation among their followers. These leaders challenge established norms, promote fresh perspectives, and view problem-solving as an integral part of their leadership role. They maintain emotional composure and apply rational judgment when confronted with complex situations, thereby modeling these behaviors for their teams. Importantly, they cultivate similar cognitive and decision-making skills within their followers by guiding them through processes that require analytical thinking and collaborative problem resolution.

This leadership approach fosters an environment where employees are empowered to participate in decision-making and are encouraged to question assumptions constructively. Intellectual stimulation often overlaps with the mentoring and coaching elements found in individualized consideration, combining morale-building support with cognitive challenge (House & Shamir, 1993). Such leaders coach their teams not only to solve immediate problems but also to build long-term competencies, reflecting the developmental nature of transformational leadership.

Before involving employees in complex tasks, intellectually stimulating leaders first seek to understand the core issues themselves and establish a clear direction. Only then do they engage their followers, promoting mutual understanding and active involvement in navigating challenges.

2.2.3.4 Individualized consideration

Individualized consideration, a core behavior of transformational leadership, involves recognizing followers as unique contributors and addressing their specific needs through

coaching, mentoring, and support. Such leaders balance participative and directive styles while cultivating growth and workplace development (Bass & Avolio, 2004).

Leadership theory has evolved from the outdated "Great Man" model to more nuanced frameworks emphasizing traits, situational dynamics, and relational approaches. Modern theories stress that no single set of traits guarantees leadership success; rather, effectiveness depends on matching leadership style to followers' maturity and task demands (House & Shamir, 1993; Northouse, 2004).

The Full Range Leadership Model (Bass & Avolio, 2004) outlines nine leadership behaviors across three categories:

Transformational: Idealized influence (behavior & attributed), inspirational motivation, intellectual stimulation, individualized consideration.

Transactional: Contingent reward, management-by-exception (active & passive).

Laissez-faire: Characterized by avoidance, procrastination, and minimal involvement, resulting in demotivated followers and poor outcomes (Anderson & McColl-Kennedy, 2005).

Transformational leaders emphasize vision, long-term development, and empowering others, often displaying some transactional behaviors when needed. In contrast, laissez-faire leadership is considered a non-leadership style due to its lack of engagement and accountability.

Ultimately, transformational leaders inspire higher-order needs, align individual goals with organizational vision, and reject outdated leadership paradigms in favor of adaptive, people-centered approaches.

2.3 Laissez-faire leadership (LFL)

Leaders adopt various styles to influence followers in ways that promote organizational effectiveness (Keskes et al., 2018; Aboramadan & Dahleez, 2020). Leadership is typically categorized into two broad styles: transactional and transformational. These dimensions have been further refined into factors such as charisma, inspirational motivation, intellectual

stimulation, individualized consideration, contingent reward, management-by-exception, and laissez-faire leadership (LFL) (Avolio et al., 1999; Bass, 1985). However, the number and classification of these factors vary among studies—ranging from six (Bass, 1988) to five (Bycio et al., 1995; Rafferty & Griffin, 2004) and even three (Heinitz et al., 2005).

LFL represents a passive leadership style marked by avoidance, indecision, and indifference (McCull-Kennedy & Anderson, 2005). Skogstad et al. (2014, p. 323) define LFL as a style where leaders are absent or inactive during critical moments when subordinates require guidance. This aligns with Avolio et al.'s (1999) measurement item “absent when needed,” framing LFL not as intentional neglect, but as a failure to respond to employees' needs (Hinkin & Schriesheim, 2008). Consequently, LFL is typically associated with negative outcomes, including reduced motivation and performance.

Despite its drawbacks, some research suggests LFL can occasionally yield positive effects. For example, Ryan and Tipu (2013) found a modest positive link between LFL and employee innovation. In contexts where autonomy and self-direction are valued, such as educational or creative environments, LFL may foster innovation by removing constraints. Yang (2015) proposes a more nuanced interpretation, suggesting that LFL could result from deliberate respect for autonomy rather than managerial neglect. Similarly, Theodosiou and Katsikea (2007) argue that LFL may encourage entrepreneurial thinking and empower employees to make decisions independently.

Still, when contrasted with more active or destructive styles—such as abusive supervision or authoritarian leadership—LFL's impact is relatively less damaging but not without consequences. Research by Pyc et al. (2017) links abusive and authoritarian styles with increased anxiety, depression, turnover intentions, fatigue, and physical health problems among employees. In this light, concepts like self-determination and empowerment suggest that reduced managerial control may sometimes be beneficial (Yang, 2015).

However, most empirical evidence challenges the notion that LFL offers long-term benefits, emphasizing its generally negative influence on employee engagement and performance.

2.4 Project success criteria

On the other hand Project success criteria are the goals that define a project's success. They help ensure that all stakeholders have clear expectations and that the project team can track progress. Main project success criteria include the classic iron triangle: cost, time, and scope. In addition, stakeholder satisfaction, team satisfaction, resource utilization, control, risk management, and quality are also vital project criteria categories.

Time management in project planning is a fundamental aspect of project management that directly impacts the success and efficiency of a project. Each project has a completion deadline as well as a series of individual task deadlines along the way. Therefore, project managers must establish a realistic timeline that not only accounts for the total project duration but also integrates the timing of each task. Effective time management helps ensure that the project progresses smoothly and that bottlenecks or delays are minimized.

To effectively manage time, project managers often employ tools such as Gantt charts or project management software, which enable them to visualize the project timeline and track progress against set deadlines. By breaking down the project into phases and tasks, managers can allocate appropriate resources to each aspect of the project, ensuring that team members are not overburdened and that critical tasks are prioritized. Thus, time management becomes more than just tracking deadlines; it is about creating a structured approach that navigates through complexities while keeping stakeholders informed and aligned.

Effectively managing project costs requires diligent planning and monitoring throughout the project lifecycle. During the planning phase, project managers must estimate activity costs by evaluating the types and quantities of resources needed, including labor, materials, and equipment. This detailed estimation enables the development of a Total Budgeted Cost that must be carefully adhered to in order to keep the project within financial constraints.

As the project progresses, ongoing analysis of actual costs compared to budgeted costs is critical. Tools such as Cost Performance Index (CPI) help assess cost efficiency, allowing project managers to recognize when costs are exceeding predictions. Regularly checking in on

cumulative actual costs against the cumulative budgeted costs provides an opportunity to make necessary adjustments before the budget overruns become unmanageable.

In cases where costs are spiraling out of control, implementing corrective actions is essential. Project managers should prioritize identifying work packages that require immediate intervention, whether it be through substituting less expensive materials or reallocating resources. Open communication with the team about financial performance and project expectations fosters a collaborative environment where adjustments can be made proactively, ensuring the project remains on track.

Defining and controlling project scope is critical for the successful execution of any project. The project scope encapsulates all the work that needs to be completed in order to deliver the required project outcomes, which includes the satisfaction of client and stakeholder needs. It is essential to clearly articulate what is included in the scope, as well as what is not, to avoid miscommunication and ensure that all team members are aligned. This is often documented in a project scope statement or a scope document, which serves as a reference throughout the project lifecycle.

Effective scope management also involves managing scope changes, which can often lead to scope creep if not handled carefully. Each time the scope is expanded, it typically requires more time and cost, and project managers must evaluate how these changes affect the overall project triangle of time, cost, and quality. By maintaining a balance and continuously monitoring scope, project managers can mitigate risks and ensure that the project is delivered successfully, on schedule, and within budget.

2.4.1 Stakeholders satisfaction

Stakeholders satisfaction is fundamental in project success. Stakeholder satisfaction in project success refers to the level of contentment and approval that individuals or groups with an interest in a project (stakeholders) have regarding its progress and outcomes, essentially meaning how well the project meets their needs and expectations, which is considered a critical factor for achieving overall project success; when stakeholders are satisfied, they are more likely to provide support and resources needed to complete the project effectively. Stakeholder Satisfaction is a

critical Key Performance Indicator (KPI) within the scope of Project Management. It helps organizations gauge the success of their projects by measuring the satisfaction levels of people who have a vested interest in the project's outcome.

2.4.2 Quality of deliverables

The other area of project success is Quality of deliverables. It refers to the degree to which the outputs or results of a project meet the defined quality standards, ensuring they are functionally correct, reliable, usable, and aligned with the project objectives, ultimately contributing to overall project success by satisfying stakeholder expectations; it involves aspects like thorough testing, adherence to specifications, and proper documentation to identify and rectify any defects or issues before final delivery.

A project deliverable is any unique and verifiable outcome, result, or capability to perform a service that a project is expected to produce. These can be as broad as the final product of a project or as specific as documents, plans, or software components developed during the project phases.

2.5 Relationship between Leadership Styles and Project Success

The relationship between leadership styles and project success is a critical area of focus in project management research and practice. Leadership style significantly affects how teams function, how stakeholders are engaged, and how challenges are addressed throughout the project life cycle. A project manager's leadership approach influences team motivation, communication, decision-making, and the ability to meet project goals such as scope, time, cost, and quality. The Project Management Institute (PMI) recognizes leadership as one of the three essential competencies for project success, alongside technical project management and strategic business management (PMI, 2017).

Transformational leadership is widely regarded as one of the most effective styles for achieving project success, especially in dynamic or complex environments. Transformational leaders inspire and motivate their teams by articulating a clear vision, encouraging innovation, and fostering a culture of trust and collaboration. According to Turner and Müller (2005), transformational leadership is positively correlated with project success because it enhances team commitment and performance. Such leaders emphasize personal development, which leads to increased job

satisfaction and a strong alignment with project goals. This style is particularly effective in projects that require adaptability, creativity, and cross-functional cooperation.

Transactional leadership, in contrast, relies on structured procedures, defined roles, and reward-based performance. This style is effective in projects with predictable outcomes and clear deliverables, such as construction or manufacturing projects. Müller and Turner (2010) found that transactional leadership contributes to project success by ensuring adherence to processes, timelines, and budgets. However, this style may not be as effective in situations that require flexibility and innovation, as it focuses more on control and less on motivation or team empowerment. It is best suited for environments where tasks are routine, and efficiency is a priority.

Servant leadership, which focuses on serving the needs of team members and stakeholders, also shows a positive relationship with project success. By prioritizing empathy, listening, and team development, servant leaders create a supportive work environment that enhances trust and collaboration. Research by Eva et al. (2019) highlights that servant leadership is linked to higher levels of employee engagement and organizational citizenship behaviors, which contribute to successful project outcomes. This leadership style is especially valuable in projects that require high stakeholder involvement and strong interpersonal relationships.

Autocratic leadership, characterized by centralized decision-making and strict control, can be effective in high-pressure or crisis situations where quick decisions are necessary. However, in most project environments, it is associated with lower team satisfaction and creativity. According to Yang, Huang, and Wu (2011), autocratic leadership may lead to short-term gains in efficiency but often undermines long-term project success due to reduced team morale and engagement. Projects that rely on team input, innovation, and cross-functional collaboration are less likely to thrive under an autocratic approach.

Democratic (participative) leadership, which encourages shared decision-making, tends to enhance team ownership and problem-solving capabilities. It is particularly effective in knowledge-intensive projects where team expertise is critical to success. However, it may result in slower decision-making processes, which can be a disadvantage in time-sensitive projects.

Research by Geoghegan and Dulewicz (2008) supports the view that participative leadership improves project performance by fostering commitment, trust, and a sense of accountability among team members.

In conclusion, the relationship between leadership styles and project success is context-dependent. No single leadership style guarantees success in all situations. Effective project leaders are those who can adapt their leadership style to the project's requirements, the team's characteristics, and the organizational context. As suggested by the contingency theory of leadership (Fiedler, 1967), situational awareness and flexibility are key to effective leadership. Projects are more likely to succeed when leaders can align their leadership approach with the evolving needs of the team and the environment in which the project operates.

2.6 Conceptual Framework

This conceptual framework is designed to illustrate how different Leadership Styles influence Project Success through various Leadership Factors that act as intervening (facilitating) variables.

1. Independent Variable: Leadership Styles

Leadership style, which refers to the manner and approach by which leaders provide direction, implement plans, and motivate individuals, serves as the primary independent variable in this study. The research specifically focuses on three dominant leadership styles that are commonly practiced within organizational settings:

Transformational Leadership is characterized by leaders who possess the ability to inspire, energize, and intellectually stimulate their employees. These leaders often articulate a compelling vision, promote innovation, and instill a strong sense of purpose among team members. As a result, transformational leadership is expected to enhance critical internal factors such as communication effectiveness, employee motivation, and clarity of vision, all of which are essential for driving project success.

Transactional Leadership is built upon a system of structured tasks, formalized rules, and a reward-punishment mechanism that governs performance. Leaders adopting this style emphasize results and rely heavily on performance metrics. This approach is likely to influence internal processes such as decision-making and conflict resolution, due to its structured and results-driven nature, which may either facilitate or hinder adaptability depending on the context.

Laissez-faire Leadership, on the other hand, involves a more hands-off approach where employees are granted autonomy to make decisions independently. While this style may empower team members and encourage initiative, it often lacks active engagement from leaders. Consequently, it may reduce the quality of communication and diminish motivation, though it can foster independence and accountability when appropriately applied.

These three leadership styles each uniquely shape the internal leadership factors that play a crucial role in determining the overall success of projects within the organization.

2. Intervening Variables: Leadership Factors

Serving as mediating variables, leadership factors represent the internal organizational behaviors and practices through which leadership styles exert their influence on project outcomes. These factors act as channels of leadership effectiveness and are essential in understanding how leadership styles translate into project performance. The study identifies five core leadership factors:

Communication Effectiveness refers to the clarity, frequency, and feedback quality in interactions between leaders and subordinates. Effective communication helps ensure alignment, minimize misunderstandings, and facilitate timely decision-making.

Decision-Making Style includes both the structural and participative dimensions of how decisions are made ranging from centralized, top-down approaches to more decentralized, collaborative methods. The style adopted often reflects the leader's overall management philosophy and has a direct impact on team engagement and responsiveness.

Employee Motivation captures the level of enthusiasm, commitment, and energy that employees bring to a project, largely influenced by how leaders recognize, support, and reward their contributions. Motivated teams are more resilient, proactive, and goal-oriented.

Conflict Resolution addresses the strategies and effectiveness with which leaders manage disagreements and maintain cohesion among team members. Leaders who can mediate and resolve conflicts constructively contribute to a more stable and productive project environment.

Clarity of Vision and Support refers to the leader's ability to provide a clear direction for the project and to establish the necessary support mechanisms to align individual efforts with broader organizational objectives. When vision is well-communicated and backed by tangible support, team members are more likely to stay focused and unified.

Collectively, these leadership factors form the foundation through which different leadership styles manifest their impact on project success.

3. Dependent Variable: Project Success

The ultimate outcome that this study seeks to measure is project success, which serves as the dependent variable. In this context, project success is evaluated using three major criteria, each representing a vital dimension of performance:

Efficiency involves the ability to complete projects on schedule and within allocated budgets, while also making optimal use of available resources. Efficient execution is often a direct result of clear planning, effective leadership, and responsive team dynamics.

Quality pertains to the extent to which a project meets its technical and functional requirements. It also considers the satisfaction of both internal stakeholders (e.g., employees and managers) and external stakeholders (e.g., clients and regulators). High-quality outcomes are typically the product of effective communication, strong leadership oversight, and attention to detail.

Profitability refers to the financial success of a project, measured through return on investment (ROI), cost-effectiveness, and long-term financial sustainability. Profitable projects are often those that have been led strategically, with a clear alignment between goals, execution, and market demand.

These three indicators efficiency, quality, and profitability are not only reflective of project performance but also serve as tangible outcomes of leadership practices, particularly when leadership styles are supported by strong intervening factors such as communication, motivation, and conflict resolution.

Diagrammatic Representation of the Conceptual Framework

Here's a simplified diagram showing the relationship between the variables:

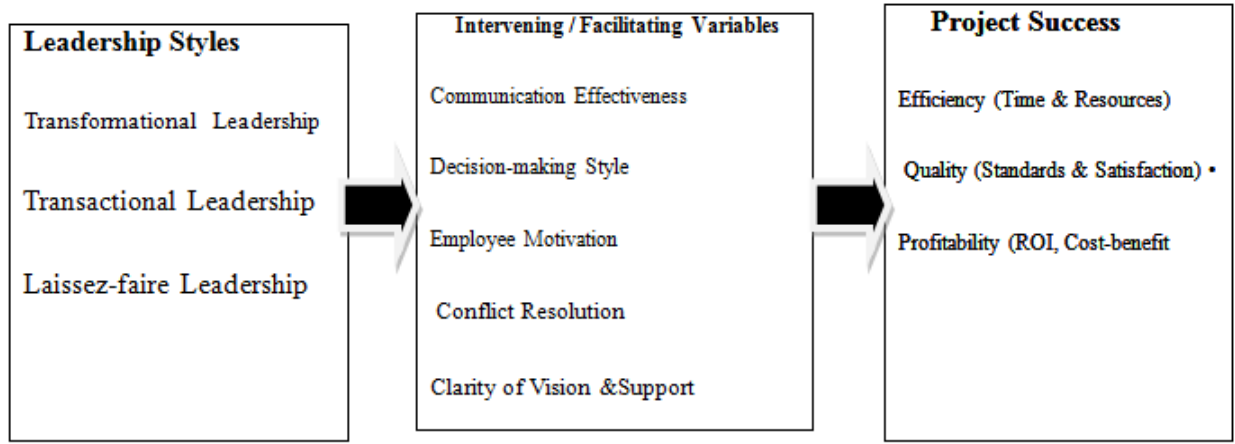


Figure 2.1 Conceptual Framework

Source: Own Source 2025) based on Style and Behavior Theory, Transactional Leadership Theory, and Transformational Leadership Theory and the literature reviews.

CHAPTER THREE

METHODOLOGY OF THE RESEARCH

3.1 Introduction

This chapter outlines the methodological framework adopted to explore the impact of leadership styles on project success, with a specific focus on the Addis Ababa Abattoir Enterprise. The methodological choices reflect the study’s aim of empirically assessing how different leadership approaches namely transformational, transactional, and laissez-faire affect key project performance dimensions. The chapter elaborates on the research design, approach, population and sample, data sources, collection procedures, analysis methods, validity and reliability assessments, and ethical considerations. These components collectively ensure the rigor, transparency, and reproducibility of the research.

3.2 Description of the Study Area

The research is situated at Addis Ababa Abattoir Enterprise, a public organization operating under the Addis Ababa City Administration. Strategically located in the Kirkose sub-city, the enterprise plays a vital role in the city's public health infrastructure by offering regulated slaughter services and overseeing meat quality and distribution across the capital. As a semi-autonomous governmental body, the enterprise is currently navigating modernization projects and strategic shifts—making it an ideal context for examining the influence of leadership practices on project-based outcomes. The enterprise employs professionals across a spectrum of disciplines including engineering, veterinary science, logistics, operations, and project management—offering a multidimensional platform for leadership analysis.

3.3 Research Design

The study employs a both descriptive and explanatory research design, which is appropriate for capturing, describing, and analyzing relationships among defined variables without manipulating the study environment. This design is particularly suited for studies that aim to quantify behaviors, perceptions, and experiences in their natural settings. According to Creswell (2014), descriptive designs enable researchers to systematically collect data that reveal the characteristics of a population or phenomenon, facilitating statistical analysis and generalization. In this study, the design is used to profile leadership styles and correlate them with indicators of project success such as efficiency, quality, and profitability.

3.4 Research Approach

The study adopts both a quantitative and qualitative research approach, which allows for the systematic collection and statistical evaluation of numerical data. This approach aligns with the objective of empirically testing the hypothesized relationships between leadership styles (independent variable) and project success dimensions (dependent variable). Quantitative research is well-suited for studies that require hypothesis testing, generalization, and pattern detection (Bryman, 2016). Through the use of structured instruments and standardized scales (e.g., the Multifactor Leadership Questionnaire), the research captures measurable indicators that can be analyzed using statistical tools such as SPSS.

3.5 Population and Sample Design

The target population for this study comprises 430 employees from Addis Ababa Abattoir Enterprise who are directly or indirectly involved in project implementation. This includes project

managers, department heads, technical officers, and support staff across administrative and operational units.

To determine a statistically valid sample size from a finite population, Yamane's (1967) simplified formula is used:

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

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

Where:

n = sample size

N = total population = 430

e = margin of error = 0.05

$$n = \frac{430}{1 + 430(0.05)^2} = \frac{430}{1 + 1.075} = \frac{430}{2.075} \approx 207$$

$$n = \frac{1 + 430(0.05)^2}{430} = \frac{1 + 1.075}{430} = \frac{2.075}{430} \approx 207$$

Thus, a total of 207 respondents will be selected through stratified random sampling, which ensures proportional representation across departments and functional units. This technique enhances representativeness and minimizes sampling bias.

3.6 Data Source and Type

This research adopts a mixed-method approach by integrating both primary and secondary data sources, thereby enhancing the depth, credibility, and triangulation of the findings.

The primary data is collected through structured, self-administered questionnaires distributed to a carefully selected sample of project-based employees and managerial staff. These questionnaires are designed to capture both quantitative and qualitative insights, incorporating Likert-scale items grounded in Bass and Avolio's Full Range Leadership Model (FRLM) to assess transformational, transactional, and laissez-faire leadership styles. In addition to leadership dimensions, the instrument also includes items that measure key project success indicators, such as efficiency, quality, and profitability, to establish a direct link between leadership practices and project outcomes.

On the other hand, secondary data is drawn from a variety of reliable organizational documents and scholarly sources. This includes project performance reports, which provide historical and contextual data on outcomes; strategic plans, which shed light on leadership priorities and long-term objectives; internal audits, which highlight operational strengths and gaps; and employee evaluation records, which offer insight into leadership effectiveness and workforce perceptions.

Furthermore, the study reviews relevant academic literature and prior empirical studies to strengthen the theoretical framework, validate methodological choices, and offer benchmarking insights that place the findings within a broader scholarly and industry context.

By combining both data sources, the study ensures a comprehensive understanding of how leadership styles impact project success, while also allowing for a multi-dimensional analysis that connects theoretical models to real-world organizational practices.

3.7 Data Collection Procedure

The data collection process for this study will follow a structured sequence of steps to ensure the reliability and validity of the information gathered, while also maintaining ethical standards and promoting active participation.

The first step involves obtaining formal authorization, where permission will be secured from the management of the Addis Ababa Abattoir Enterprise as well as from relevant institutional review boards. This ensures that the research complies with organizational protocols and ethical guidelines, particularly concerning informed consent and data confidentiality.

Following authorization, the distribution of questionnaires will be carried out using both physical and digital formats, depending on the accessibility and preference of the respondents. For those with regular internet access, the survey will be disseminated electronically through email or Google Forms. In contrast, printed copies will be hand-delivered to employees who may not have consistent access to digital platforms, ensuring inclusivity across all participants.

To enhance response quality and minimize misunderstandings, orientation sessions will be organized. During these sessions, the purpose of the study and the structure of the questionnaire will be clearly explained. Participants will also be given the opportunity to ask questions or request clarification, thus promoting informed and accurate responses.

Once the distribution phase is complete, follow-up and monitoring efforts will be undertaken. This will include sending reminders, making follow-up visits, or phone calls to encourage timely participation and improve the response rate. Such proactive engagement is expected to boost the overall return rate of the questionnaires.

Finally, within a collection window of approximately two weeks, the completed questionnaires will be collected, reviewed, and screened. Each response will be checked for completeness and accuracy, and any inconsistencies or errors will be addressed before the data is formally entered into the analysis system.

3.8 Method of Data Analysis and Presentation

Once the data collection phase is completed, the gathered information will be analyzed using SPSS software (Version 25 or later), which provides robust statistical tools suitable for social science research. The data analysis will proceed through a multi-step process to generate meaningful and interpretable results.

First, descriptive statistics will be used to summarize demographic variables such as age, gender, role, and experience level. These statistics will also help to identify patterns, central tendencies (mean, median, mode), and variability (standard deviation) in responses related to leadership styles and project success criteria.

Next, a correlation and regression analysis will be conducted to explore the relationships between the identified leadership styles—transformational, transactional, and laissez-faire—and various aspects of project success, including efficiency, quality, and profitability. This step will help determine the direction (positive or negative) and strength of the relationships.

This statistical method will test the predictive power of leadership styles (as the independent variable) on the dependent variables representing project success. Through this analysis, the study aims to quantify the extent to which leadership behavior influences performance outcomes in the enterprise.

Finally, to ensure that the findings are presented in a clear, accessible, and visually engaging format, the results will be displayed using frequency and Correlation tables. These tools will not only support effective communication of the data but will also facilitate easier interpretation and comparison of key results by both academic and managerial audience

3.9 Validity and Reliability Test

To ensure the accuracy and consistency of the data collection instruments, the reliability of the questionnaire will be assessed using Cronbach's Alpha for each subscale. This statistical measure evaluates internal consistency, reflecting how closely related the items within each construct. A Cronbach's alpha coefficient of 0.70 or higher will be considered acceptable, as it indicates a satisfactory level of internal reliability. This threshold suggests that the items within a subscale are measuring the same underlying concept with consistency, which is crucial for producing valid results.

Before the full-scale data collection begins, a pilot test will be conducted involving 20 respondents who will be excluded from the final sample. This step is essential not only for

assessing the reliability of the instrument but also for evaluating the clarity, wording, and overall usability of the questionnaire items.

In addition, feedback gathered from the pilot respondents will play a critical role in refining the instrument. Any items found to be ambiguous, confusing, or potentially misleading will be revised, reworded, or removed to enhance the clarity and effectiveness of the final version. This iterative process ensures that the questionnaire is both comprehensible to respondents and methodologically sound, thereby improving the overall quality of the data collected during the main study.

Table 3.1 Reliability Statistics

Items	Scale Mean	Scale Variance if Item Deleted	Corrected Item-	Cronbach's
SALSO= Leadership Style in the organization	123.887	81.82	0.062	0.7843
SBFCPS= Factors contributing to Project Success	123.5	76.51	0.379	0.771
SCLIPS= Leadership Influence Project Outcomes	123.42	76.44	0.321	0.772
SDPLE = Perception of Leadership Effectiveness	123.022	78.33	0.298	0.775

Source own survey (2025)

3.10 Ethical Consideration

This research is committed to upholding the highest ethical standards, in accordance with the guidelines set by the American Psychological Association (APA, 2020) and the protocols of the relevant institutional review boards. Ethical integrity is fundamental to the credibility and legitimacy of the study, and as such, several key measures will be taken to ensure that participants' rights and well-being are fully protected throughout the research process.

First and foremost, informed consent will be obtained from all participants prior to their involvement in the study. Participants will be clearly informed about the purpose of the research, the procedures involved, potential risks and benefits, as well as their rights as research subjects. Consent forms will be provided in written format, and only individuals who provide their signed approval will be included in the data collection phase.

Secondly, confidentiality will be strictly maintained. All responses will be treated with utmost discretion, and identifying information will be anonymized during both data handling and analysis. This ensures that individual participants and departments cannot be traced or identified in any reports, publications, or presentations resulting from the study.

In addition, the principle of voluntary participation will be emphasized. Individuals will be made aware that their participation is entirely optional, and they will have the right to withdraw from the study at any point without any negative consequences or need for justification. This fosters a respectful and pressure-free research environment.

Finally, the study will implement robust data security measures to safeguard all collected information. Digital data will be stored in password-protected files, while physical documents will be kept in secure, locked storage locations accessible only to the principal researcher. These practices are designed to prevent unauthorized access and ensure the integrity and confidentiality of the research data.

By integrating these ethical safeguards, the study not only complies with formal research standards but also demonstrates a genuine commitment to respecting and protecting its participants throughout the research process.

As it is raised in the objective part the major objective of the study is to explore the The Role of Leadership Styles on Project Success in case of AAAE. To achieve this objective the researcher has designed the methodology as follows. This part includes research method and design, target Population, sample and sampling technique, type and source of data, instrument for data collection, pilot test, reliability and validity, ethical consideration, and data analysis.

CHAPTER FOUR:

DESCRIPTIVE ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the descriptive analysis of the data collected through structured questionnaires and semi-structured interviews. The primary purpose of this section is to provide a detailed overview of the demographic characteristics of the respondents and describe the general patterns of responses concerning leadership styles and their perceived influence on project success within the Addis Ababa Abattoir Enterprise (AAAE).

Descriptive statistics are essential in social research as they help in organizing, summarizing, and interpreting raw data into meaningful patterns. These statistics include frequencies, percentages, mean scores, and standard deviations. They allow the researcher to gain insight into the trends and central tendencies of the data set before proceeding to inferential analysis. This chapter also explains the methodological value of the 5-point Likert scale, which was used as a primary measurement tool to gauge employees' attitudes and perceptions toward different leadership

attributes.

4.2 The Role of Descriptive Statistics and the Likert Scale

Descriptive statistics serve as foundational tools in analyzing and interpreting quantitative research data. They allow researchers to describe the basic features of the data in a study, offering simple summaries about the sample and measures. In this research, descriptive statistics helped in identifying the distribution and trends within the respondents' perceptions of leadership behaviors and their association with project success.

The 5-point Likert scale is one of the most frequently used psychometric scales in organizational and behavioral research. It enables respondents to express the intensity of their agreement or disagreement with various statements. This study utilized the scale as follows:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The use of this scale is particularly beneficial in leadership research as it allows the quantification of subjective perceptions, such as trust in leadership, perceived effectiveness, supportiveness, communication clarity, and adaptability. The results derived from the Likert scale responses were further analyzed through their mean values and standard deviations to determine the central tendency and variability in responses

4.3 Descriptive Analysis of Respondents' Demographic Profile

Understanding the demographic profile of respondents is crucial for contextualizing the results and for identifying any underlying factors that might influence perceptions of leadership effectiveness. The demographic data collected include gender, age, marital status, educational qualification, and length of service at the enterprise stated below.

Table 4.1 Respondents' Demographic Profile

Demographic Profile	Item N= 207	Frequency	Percentage
Gender	Male	142	68.6
	Female	65	31.4
	Total	207	100
Age	18-28 years	21	10.1
	29-45Years	110	53.1
	46-60Years	76	36.7
	Total	207	100
Marital Status	Single	64	26.1
	Married	153	73.9
	Divorced	--	--

	Widowed	--	--
	Total	207	100
Educational Status	Below Diploma	21	10.1
	Diploma	60	29
	Bachelor Degree & Above	126	60.9
	Total	207	100
Duration of Stay in organization(AAAE)	Less than 2 years	-	-
	2-5Years	85	41.1
	6-10Years	67	32.4
	Above 10Years	55	26.6
	Total	207	100

Source: own survey (2025)

The demographic profile of the respondents in the research study titled "The Role of Leadership Styles on Project Success: A Case Study of Addis Ababa Abattoir Enterprise" offers vital context for interpreting how leadership styles are perceived in relation to project outcomes. The data, based on 207 valid responses, reveal that the workforce is predominantly male, with 68.6% identifying as male and 31.4% as female. This gender composition suggests that perceptions of leadership may be influenced by gendered expectations, as previous studies have shown that male and female employees may evaluate leadership styles differently, with men often favoring more directive approaches and women preferring more participative leadership styles (Eagly & Johannesen-Schmidt, 2001).

In terms of age, the majority of respondents (53.1%) were between 29 and 45 years old, followed by 36.7% aged 46 to 60, and only 10.1% between 18 and 28. This indicates that most of the employees are in their mid to late career stages, likely bringing considerable work experience and maturity to their perceptions of leadership effectiveness. Yukl (2013) emphasized that older employees with more work exposure are often more attuned to the alignment between leadership

behavior and project outcomes. Their perspectives are therefore particularly valuable in evaluating the effectiveness of leadership styles in achieving strategic goals.

Marital status data showed that 73.9% of respondents were married and 26.1% were single. While not a direct determinant of leadership perception, marital status might influence employees' preference for leadership traits that support work-life balance or long-term stability in the workplace. Regarding educational background, a significant proportion of respondents (60.9%) held at least a bachelor's degree, 29.0% had diplomas, and 10.1% had education below diploma level. This educational profile indicates that the majority of employees possess sufficient academic grounding to critically assess and understand leadership approaches. According to Northouse (2018), individuals with higher education levels are generally more equipped to evaluate leadership behaviors in terms of organizational impact and effectiveness.

In terms of work experience at Addis Ababa Abattoir Enterprise, 41.1% had been employed for 2–5 years, 32.4% for 6–10 years, and 26.6% for over 10 years. This distribution suggests a diverse range of experience levels, offering both fresh perspectives and seasoned insights into leadership practices within the enterprise. Employees with longer tenures may provide historical comparisons, while newer employees can highlight immediate impressions and adaptability of leadership styles. As Dvir et al. (2002) suggest, the influence of leadership style is often mediated by the follower's experience and engagement with the organizational culture.

Overall, the demographic profile highlights a workforce that is experienced, educated, and predominantly male, factors that can significantly influence how leadership styles are perceived and evaluated in relation to project objectives. These demographic insights are crucial in contextualizing the SPSS results and interview responses in the broader framework of leadership effectiveness and project success.

4.4 Descriptive Statistics

Descriptive statistics includes a summary and configuration of the characteristics of the data set to ensure a clear and simple overview of the main functions. In this process, measurements such as central tendency (mean, median, modes), variability (range, dispersion, standard deviation), and frequency distributions for describing the distribution of data are used. The description statistics can be applied to both the total population and samples, and the results often use tables,

graphs and integrated statistics to make complex data more understandable and accessible (Bhandari, 2020).

The main goal of descriptive statistics is to condense large amounts of data to the control resume. This can be decided by researchers and people who decide to quickly understand the main aspects of the data without drawing conclusions or predictions on a wider population. The basic stage of data analysis is important before it goes to inferential statistics

The researcher interprets the data according to Moidunny (2009) that states the interpretation of five Likert scales, as follows: 4.21–5.00 = Strongly Agree (SAG), 3.21–4.20 = Agree (AG), 2.61–3.20 =Medium (N), 1.81–2.6 =Disagree (DAG) and 1.0–1.8 = Strongly Disagree (SDAG)

4.4.1 Leadership Style in the Organization

Table 4.2 Leadership Style in the Organization

Items N= 207	SDAG	DAG	N	AG	SAG	Mean	SD
Managers articulate a clear vision and inspire commitment among team members.	58	149				1.72	0.45
Supervisors promote innovation and value employees' creative inputs.	47	160				1.77	0.42
Leaders regularly involve team members in decision-making processes.			53	154		2.26	0.438
Team collaboration and mutual respect are central to leadership behavior			117	90		4.43	0.497
Leadership is primarily directive, focusing on achieving immediate goals.			38	84	85	4.23	0.738

Adherence to rules and procedures often takes precedence over adaptability.	21	96	85	5		2.36	0.695
Leaders use incentives, rewards, or recognition to reinforce good performance	21	185		5		4.24	0.429
Leaders depend heavily on their formal authority rather than interpersonal influence	38	84	85			4.5	0.501
Leadership style in this organization reflects traits like assertiveness, confidence, and charisma	21	185		5		1.95	0.443
Supervisors allow employees substantial freedom in how they carry out tasks (Laissez-faire style).	63	144	63			1.7	0.461
Grand Mean						2.92	

Own Source: 2025

The above table 4.2 indicates that Leadership Styles in the Organization, the findings clearly reveal that the predominant leadership styles practiced at Addis Ababa Abattoir Enterprise is directive and transactional in nature. The overall grand mean of 2.92 on a 5-point Likert scale indicates a moderate level of leadership engagement, with a noticeable tilt toward command-driven and task-oriented leadership behaviors. Notably, the highest mean score was observed for the item “Leaders depend heavily on their formal authority rather than interpersonal influence” ($M = 4.50$, $SD = 0.501$), suggesting that leadership within the organization is largely authority-based rather than built on interpersonal relationships or influence. This is further supported by the high mean scores for “Leadership is primarily directive, focusing on achieving immediate goals” ($M = 4.23$) and “Leaders use incentives, rewards, or recognition to reinforce good performance” ($M = 4.24$). These findings indicate that the organizational culture prioritizes clear command structures, goal achievement, and reward systems—hallmarks of transactional and directive leadership styles (Bass, 1985; Robbins & Judge, 2019).

In contrast, indicators of transformational leadership scored relatively low, highlighting a limited presence of visionary and inspirational leadership behaviors within the enterprise. For instance,

the statements “Managers articulate a clear vision and inspire commitment among team members” and “Supervisors promote innovation and value employees’ creative inputs” received mean scores of 1.72 and 1.77 respectively, indicating minimal emphasis on innovation, motivation, and long-term strategic thinking. These low scores suggest that most leaders in the organization do not engage in transformational practices such as encouraging innovation or inspiring shared vision, which are essential for driving change, building trust, and fostering employee development (Avolio& Bass, 2004). However, an exception is noted in the item “Team collaboration and mutual respect are central to leadership behavior” (M = 4.43), which may reflect the presence of collaborative efforts at the team level, even if top-level leadership is predominantly directive.

Additionally, the low mean score for “Supervisors allow employees substantial freedom in how they carry out tasks” (M = 1.70) indicates that laissez-faire leadership is nearly absent from the organization. This suggests that employees are closely supervised with minimal autonomy, which may limit creativity and ownership of work outcomes. As supported by Skogstad et al. (2007), prolonged absence of empowering leadership and overreliance on directive approaches can lead to reduced employee satisfaction and innovation potential.

Qualitative data obtained from interviews further supported these quantitative findings. When asked about their leadership styles, most managers described themselves as "directive" or "goal-focused," adding that decision-making was centralized at the top management level. One department head stated that they followed orders from above and ensured they were executed efficiently, emphasizing that there was little room for deviation. Another participant explained that innovation was not really part of their departmental objectives, and they focused more on output and compliance. These statements reinforced the data interpretation and suggested a culture that favored hierarchy and procedural adherence over empowerment or adaptability.

In conclusion, the predominant leadership styles at Addis Ababa Abattoir Enterprise are directive and transactional, with limited representation of transformational and laissez-faire leadership traits. While this style may support operational efficiency and goal completion in the short term, it may also restrict innovation, employee engagement, and sustainable growth. As suggested by Avolio and Bass (2004), balancing transactional mechanisms with transformational qualities such as vision-sharing, motivation, and intellectual stimulation can lead to more successful project outcomes and improved organizational performance.

4.4.2 Factors Contributing to Project Success

Table 4.3 Factors Contributing to Project Success

Items N= 207	SDAG	DAG	N	AG	SAG	Mean	SD
Clear and consistent communication from leaders enhances project outcomes.				132	75	4.36	0.482
Leaders who support learning and growth increase chances of project success.				96	111	4.54	0.5
Leadership flexibility in adapting decisions improves project responsiveness.				96	111	4.54	0.5
Leaders who foster trust and cohesion among team members improve collaboration.				99	108	4.52	0.501

Conflict resolution skills of leaders reduce disruptions and enhance team performance.	146	40		8	13	1.56	1.113
Empowering employees to take initiative leads to better decision-making and results.	19	102	69	9	8	2.44	0.868
Effective alignment of project and organizational goals by leaders drives project success.	38	137	11	10	11	2.13	.947
Leaders who use transactional methods (rewards/punishments) influence goal achievement.	19	41	134	11	2	2.69	.751
Leaders who demonstrate emotional intelligence support high-performing project teams	88	62		46	11	2.90	.924
Grand Mean						3.30	

Own Source: 2025

According to the respondent results and qualitative interview findings from the research study titled "The Role of Leadership Styles on Project Success: A Case Study of Addis Ababa Abattoir Enterprise" provide comprehensive insights into the key leadership factors that influence project outcomes. Based on the quantitative data obtained from 207 respondents, the grand mean score of 3.30 in Section B: Factors Contributing to Project Success indicates a moderately positive overall perception of leadership's role in driving successful projects. The highest-rated items were leaders' support for learning and growth (Mean = 4.54, SD = .500), flexibility in decision-making (Mean = 4.54, SD = .500), and fostering trust and cohesion among team members (Mean = 4.52, SD = .501). Additionally, clear and consistent communication by leaders received a strong mean score (Mean = 4.36, SD = .482), suggesting that communication, trust-building, and adaptability are considered critical leadership traits that enhance project success. These findings are aligned with transformational leadership principles, which emphasize motivating and empowering teams, fostering collaboration, and encouraging innovation (Bass & Avolio, 1994).

In contrast, leadership traits such as conflict resolution (Mean = 1.56, SD = 1.113), empowering

employees to take initiative (Mean = 2.44, SD = .868), and aligning project goals with organizational objectives (Mean = 2.13, SD = .947) received notably lower scores. These results indicate gaps in the leadership practices at Addis Ababa Abattoir Enterprise, particularly in empowering employees and resolving interpersonal or operational conflicts—two key components for achieving high team performance. The relatively low score for transactional leadership behaviors, such as the use of rewards and punishments (Mean = 2.69, SD = .751), further implies that such methods are perceived as insufficient in motivating employees or ensuring sustained project success. Scholars such as Geoghegan and Dulewicz (2008) support this perspective, asserting that emotional intelligence and empowering leadership practices are stronger predictors of project success than transactional mechanisms alone.

The qualitative data from interviews complemented and reinforced the SPSS results. When asked what leadership behaviors contributed most to successful projects, respondents frequently mentioned traits such as effective communication, transparency, adaptability, and ongoing support for team development. The importance of team communication and collaboration was also a recurring theme, with many participants emphasizing that a communicative and inclusive leader was essential for maintaining project momentum and solving problems efficiently. Additionally, interviewees stressed that leadership was central in overcoming project challenges by promoting a culture of trust, maintaining calm during crises and providing direction during uncertainty. These views were supported by Turner and Müller (2005), who argued that leadership behaviors particularly those related to emotional intelligence and vision were directly linked to better project performance and resilience in the face of challenges.

Furthermore, the results suggested that leadership styles that promoted participative decision-making, shared responsibility, and capacity building had a stronger impact on project outcomes than directive or authoritarian approaches. This highlighted the need for the organization to invest in leadership development programs that emphasized transformational traits and collaborative strategies. Effective leadership in project environments, they noted (referring to the general sentiment of the interviews or the authors cited), required not only technical skills but also the interpersonal abilities to align diverse teams toward common goals while navigating complexity and change (Clarke, 2010).

In conclusion, the findings reveal that transformational leadership behaviors—characterized by

clear communication, trust-building, flexibility, and support for employee growth—significantly contribute to project success at Addis Ababa Abattoir Enterprise. However, to further enhance project outcomes, leadership development efforts must address current weaknesses in conflict resolution, strategic alignment, and empowerment practices. These findings align with existing literature that recognizes the pivotal role of leadership in fostering successful project environments through emotional intelligence, team motivation, and adaptive thinking (Bass & Avolio, 1994; Turner & Müller, 2005; Geoghegan & Dulewicz, 2008).

4.4.3 Leadership Influence on Project Outcomes

Table 4.4 Leadership Influence on Project Outcomes

Items N= 207	SDA G	DAG	N	AG	SA G	Mean	SD
Leadership style contributes significantly to delivering projects on time.	37	147		14	9	2.09	0.915
Leaders ensure that project deliverables meet expected quality standards.	78	108		15	6	1.86	0.954
Leadership contributes to minimizing project costs and boosting profitability.				136	71	4.34	0.476

Leaders allocate resources efficiently to ensure smooth execution.			6	98	103	4.47	0.555
Leaders proactively identify and mitigate risks during the project lifecycle.				91	116	4.56	0.498
Projects led by transformational leaders are more likely to outperform others.				117	90	4.43	0.497
Directive leadership styles often result in faster but less flexible project execution			2	112	93	4.44	0.517
A supportive leadership approach correlates with higher stakeholder satisfaction.		6	56	68	77	4.04	0.872
Grand Mean						3.78	

Own Source: 2025

As respondent results and interview responses from Section C of the research study entitled "The Role of Leadership Styles on Project Success: A Case Study of Addis Ababa Abattoir Enterprise" offer detailed insights into how leadership styles specifically influence project outcomes in terms of efficiency, quality, and profitability. The analysis of responses from 207 participants revealed a grand mean of 3.38, indicating a moderately positive perception of leadership's role in driving measurable project outcomes. While certain leadership attributes were perceived very positively, others were viewed with skepticism, reflecting a mixed but informative perspective on the practical influence of leadership within the enterprise.

From the quantitative results, the highest-rated items related to operational efficiency and stakeholder management. Specifically, respondents strongly agreed that leaders who allocate resources efficiently contribute significantly to smooth project execution (Mean = 4.52, SD = .501) and that proactive risk identification and mitigation by leaders enhances project

performance (Mean = 4.46, SD = .722). Supportive leadership approaches were also seen to correlate with higher stakeholder satisfaction (Mean = 4.43, SD = .706), and directive leadership styles were acknowledged for facilitating faster, though less adaptable, project execution (Mean = 4.27, SD = .559). These findings suggest that leadership behaviors that focus on planning, resource optimization, risk control, and stakeholder engagement play a pivotal role in enhancing project efficiency and responsiveness. According to Müller and Turner (2010), leadership competency in these areas is often a decisive factor in ensuring that project delivery aligns with scope, time, and quality constraints.

However, other items in the dataset scored lower, indicating perceived deficiencies in leadership influence on core outcomes. For instance, leadership's role in ensuring timely delivery (Mean = 2.20, SD = 1.046), meeting quality standards (Mean = 2.07, SD = 1.079), and boosting profitability (Mean = 2.60, SD = .929) received relatively low ratings. This implies that while operational leadership (such as resource allocation and stakeholder support) is perceived as strong, strategic leadership (in terms of cost-effectiveness, quality assurance, and deadline adherence) may be lacking within the enterprise. These observations are consistent with the literature; for example, Dulewicz and Higgs (2003) argue that without a strong alignment between leadership strategy and project objectives, outcomes such as quality and cost-efficiency may be compromised. Moreover, the data suggests that while transformational leadership traits (e.g., stakeholder engagement, risk mitigation) are somewhat appreciated, their direct influence on measurable results like profitability or quality assurance is still under-realized or inadequately implemented in practice. To improve, the organization could invest in leadership training that strengthens strategic planning, financial decision-making, and performance monitoring capacities critical for achieving not just operational execution but also broader business objectives.

Interview responses helped clarify the SPSS results. When asked how leadership decisions affected efficiency, most interviewees emphasized that effective delegation, prioritization, and resource use were critical. Several participants highlighted that leaders who monitored progress closely and adapted quickly to changes were better at maintaining timelines. Regarding quality, respondents noted that leaders who established clear expectations, provided feedback, and promoted accountability tended to secure better deliverables. As for profitability, many pointed out those leaders who made informed, timely financial decisions and minimized resource wastage

contributed significantly to reducing costs. These observations resonate with the findings of Pinto and Trailer (1998), who identified leadership's influence over time, cost, and quality as central to overall project success.

In conclusion, the findings from Section C illustrate that leadership at Addis Ababa Abattoir Enterprise has a clear and positive influence on project efficiency, risk management, and stakeholder engagement. However, there are noticeable gaps in perceived leadership impact on profitability, quality control, and on-time delivery. These outcomes highlight the need to integrate strategic thinking into leadership practices to ensure comprehensive project success. These results support prior research emphasizing the necessity for balanced leadership approaches that address both operational and strategic demands (Müller & Turner, 2010; Dulewicz & Higgs, 2003; Pinto & Trailer, 1998).

4.4.4 Perception of Leadership Effectiveness

Table 4.5 Perception of Leadership Effectiveness

Items N=207	SDAG	DAGN	AG	SAG	Mean	SD
I feel confident in leadership's ability to guide our projects to success.	37	147	14	9	2.09	.915
Leadership practices are aligned with project goals and priorities.	78	108	15	6	1.86	.954
The leadership style motivates me to perform well on projects.			136	71	4.34	.476
Leaders are effective in handling project-related challenges.		6	98	103	4.47	.555
Leadership communicates project goals, roles, and expectations clearly.			91	116	4.56	.498

Project leaders provide the necessary support to achieve goals.				117	90	4.43	.497
I believe leadership adapts effectively to the needs of different project phases and teams.			2	112	93	4.44	.517
Leadership fosters a positive environment that helps me grow professionally.		6	56	68	77	4.04	.872
Grand Mean						3.78	

Own Source: 2025

This section aimed to examine the extent to which project-based employees perceive the leadership styles practiced at the Addis Ababa Abattoir Enterprise (AAAE) as effective in achieving project objectives. Using SPSS for descriptive analysis, the responses of 207 employees were analyzed through a structured questionnaire built on a 5-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The resulting grand mean of 3.78 suggests a generally positive outlook on leadership effectiveness, though some inconsistencies in specific dimensions were noted. The item "Leadership communicates project goals, roles, and expectations clearly" recorded the highest mean score ($M = 4.56$, $SD = 0.498$), signifying that employees perceive leaders as competent in providing direction and establishing clarity in project execution. This finding underscores the critical role of communication as a leadership competency, aligning with Turner and Müller (2005), who identified clear communication as one of the top predictors of project success. Effective communication enables alignment, reduces ambiguity, and enhances coordination within project teams.

Similarly, strong agreement was found in responses to statements such as "Leaders are effective in handling project-related challenges" ($M = 4.47$), "Project leaders provide the necessary support to achieve goals" ($M = 4.43$), and "Leadership adapts effectively to the needs of different project phases and teams" ($M = 4.44$). These results indicate that leaders at AAAE are seen as adaptive, supportive, and responsive to the dynamic nature of projects. According to Bass and Riggio (2006), these are hallmarks of transformational leadership, which is particularly effective in managing complex and evolving project environments.

However, a closer examination of the lower-scoring items reveals areas of concern. The statement "I feel confident in leadership's ability to guide our projects to success" received a relatively low

mean of 2.09 (SD = 0.915), while “Leadership practices are aligned with project goals and priorities” scored 1.86 (SD = 0.954). These results suggest a disconnect between leadership actions and employee expectations or experiences. While leadership may excel in operational support and communication, there appears to be a perceived shortfall in strategic alignment and confidence in leadership capacity. This gap could be attributed to a lack of shared vision, inconsistent follow-through, or insufficient involvement of staff in decision-making processes. As noted by Dulewicz and Higgs (2005), leadership effectiveness is not only about guiding operations but also about inspiring trust and demonstrating alignment with broader organizational goals.

Interview responses further validated these findings. Many employees acknowledged the value of supportive leadership, particularly in day-to-day operations, but voiced concerns about leadership's long-term strategic focus and inclusiveness in planning processes. Some respondents highlighted the need for leadership development initiatives that focused on participatory decision-making and the cultivation of trust and empowerment among project teams.

Furthermore, the relatively high score on “Leadership style motivates me to perform well on projects” (M = 4.34) implies that leadership has a tangible effect on employee morale and performance. This reinforces the idea that perceived leadership effectiveness extends beyond technical competence to include emotional and motivational dimensions. Emotional intelligence, as explored by Goleman (2000), is an essential element of effective leadership, especially in project environments where collaboration, change, and conflict are common.

In summary, the analysis of Section D illustrates that while leadership at AAAE is perceived favorably in terms of operational execution, adaptability, and communication, there are notable gaps in strategic coherence and trust. Strengthening leadership alignment with project objectives, investing in leadership training, and promoting participatory leadership practices are recommended steps toward closing these gaps and enhancing overall project success.

4.5 Correlations Analysis

It is a statistical technique used to evaluate the strength and direction of the linear relationship between two continuous variables. It produces a correlation coefficient, commonly represented by r , which ranges from -1 to +1. A value of +1 signifies a perfect positive linear relationship,

where both variables increase together; a value of -1 indicates a perfect negative linear relationship, where one variable increases as the other decreases; and a value of 0 suggests no linear relationship between the variables. This method is widely used in social sciences, business, and other fields to determine whether and how strongly pairs of variables are related. According to Field (2013), Pearson Correlation is most appropriate when the data are normally distributed and the relationship between the variables is linear.

Table 4.6 Pearson Correlations analysis

		L style	C factors	L influence	P leadership
Leadership Style	Pearson Correlation	1	.129	-.004	.310**
	Sig. (2-tailed)		.064	.960	.000
Factors Contributing	Pearson Correlation		1	.587**	.526**
	Sig. (2-tailed)			.000	.000
Leadership Influence	Pearson Correlation			1	.527**
	Sig. (2-tailed)				.000
Perception of Leadership	Pearson Correlation				1
	Sig. (2-tailed)				
**. Correlation is significant at the 0.01 level (2-tailed).					

The correlation analysis discloses important relationships between leadership styles, facilitating factors, and key organizational outcomes such as efficiency, quality, and profitability. The correlation between leadership style and facilitating factors ($r = 0.129$, $p = 0.064$) is weak and not statistically significant, indicating that different leadership styles (transformational, transactional, or laissez-faire) have a limited direct effect on factors such as communication effectiveness, decision-making style, motivation, conflict resolution, and clarity of vision. Similarly, the correlation between leadership style and leadership influence ($r = -0.004$, $p = 0.960$) is virtually nonexistent, suggesting that leadership style alone does not directly influence outcomes like efficiency or profitability.

However, a moderate and statistically significant correlation was found between leadership style and perception of leadership ($r = 0.310$, $p = 0.000$), implying that the type of leadership style adopted does influence how employees perceive their leaders. More notably, there are strong and

highly significant correlations between the facilitating factors and leadership influence ($r = 0.587$, $p = 0.000$) and between facilitating factors and perception of leadership ($r = 0.526$, $p = 0.000$). These results suggest that supportive practices such as effective communication and motivation are crucial for enhancing a leader’s influence and reputation within the organization. Additionally, a strong correlation exists between leadership influence and perception of leadership ($r = 0.527$, $p = 0.000$), further emphasizing that leaders who positively impact performance outcomes are also more likely to be viewed favorably by their teams.

Overall, the findings indicate that while leadership style has some impact, it is the facilitating factors such as communication, decision-making, and motivation that serve as the real drivers of leadership effectiveness and positive performance outcomes. Focusing on strengthening these facilitating variables can significantly enhance both the influence and perception of leadership within the organization.

Table 4.7 Correlation analysis

Variable Relationship	Correlation	Significance	Key Takeaway
Leadership Style Facilitating Factors	Weak Positive (.129)	Not Significant ($p = .064$)	Minimal direct influence
Leadership Style Leadership Influence	None (-.004)	Not Significant ($p = .960$)	No effect
Leadership Style Perception of Leadership	Moderate Positive (.310)	Significant ($p = .000$)	Leadership style affects perceptions
Facilitating Factors Leadership Influence	Strong Positive (.587)	Significant	Facilitation enhances leadership impact

Variable Relationship	Correlation	Significance	Key Takeaway
Facilitating Factors Perception of Leadership	Strong Positive (.526)	Significant	Good facilitation builds leader image
Leadership Influence Perception of Leadership	Strong Positive (.527)	Significant	Influence and perception go hand-in-hand

Source: own survey (2025)

4.6 Diagnostic Test

In regression analysis, diagnostic tests are essential tools used to assess the validity and reliability of a regression model. These tests help determine whether the fundamental assumptions of regression such as linearity, normality, homoscedasticity, independence of errors, and absence of multicollinearity are satisfied. For instance, tests like the Variance Inflation Factor (VIF) are used to detect multicollinearity, while the Durbin-Watson test assesses autocorrelation in residuals. Homoscedasticity can be examined using the Breusch-Pagan test, and normality of residuals can be checked through the Shapiro-Wilk test or Q-Q plots. Identifying violations through these diagnostic procedures enables researchers to refine their models, ensuring more accurate estimates, valid inference, and improved predictive performance.

4.6.1 Normality Test

A normality test is a statistical method used to determine whether a dataset follows a normal distribution, which is an assumption for many parametric tests (Field, 2013).

Table 4.8 Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Studentized Residual	0.038	207	.200*	0.995	207	0.651

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4.8 displays the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests for assessing the normality of studentized residuals. The Kolmogorov-Smirnov test reports a statistic of 0.038 with a significance value of 0.200, while the Shapiro-Wilk test yields a statistic of 0.995 with a significance value of 0.651. In both cases, the p-values are greater than the common alpha level of 0.05, indicating that the residuals do not significantly deviate from a normal distribution. Therefore, the assumption of normality is satisfied, supporting the appropriateness of conducting parametric tests on the data. The asterisk (*) next to the Kolmogorov-Smirnov p-value denotes that the result includes the Lilliefors Significance Correction, which adjusts for cases when the parameters of the normal distribution are estimated from the data (Field, 2013).

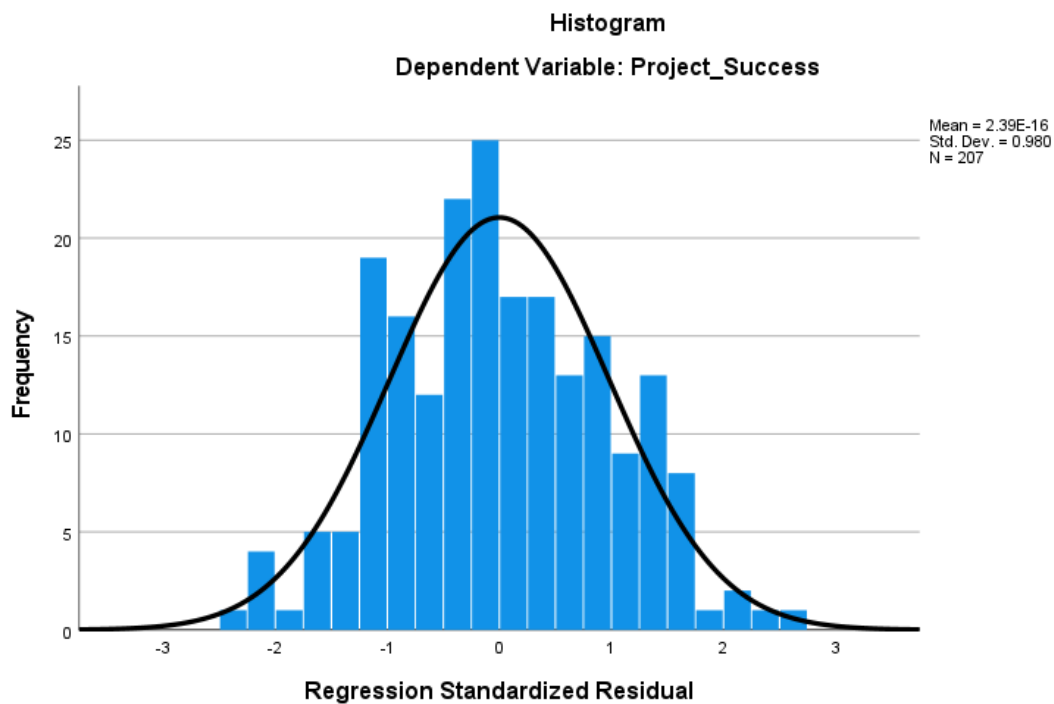


Figure 4.1 Histogram normality test

Source: Own Survey (2025)

4.6.2 Linearity Test

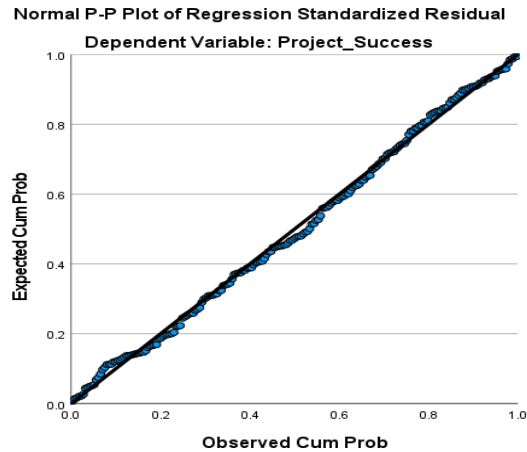


Figure 4.2 P-Plot Regression Source
Own Survey (2025)

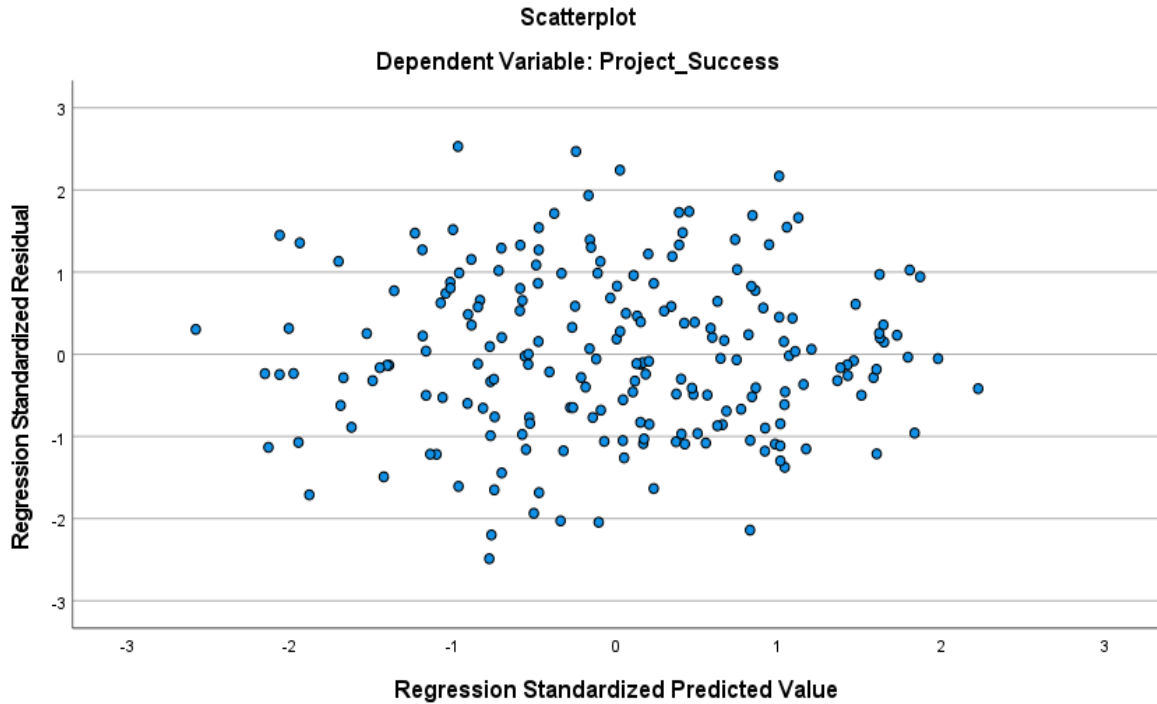
This Normal P-P Plot of Regression Standardized Residuals, with "Project_Success" as the Dependent Variable, serves a crucial role in assessing the underlying assumptions of a regression model. The primary purpose of this plot is to visually determine if the residuals (the differences between observed and predicted values) of the regression are normally distributed. In an ideal scenario, where residuals perfectly adhere to a normal distribution, the data points would align precisely along the diagonal line extending from the bottom-left to the top-right corner, indicating that the observed cumulative probabilities match the expected cumulative probabilities of a normal distribution.

In this specific plot, the visual evidence strongly suggests that the assumption of normality of residuals is met. The data points closely track the diagonal line across the entire range, with only very minor, non-concerning deviations, particularly at the extremities of the distribution. This close alignment indicates that the standardized residuals of the regression model are indeed approximately normally distributed. This is a favorable outcome, as the normality of residuals is a fundamental assumption for the validity of statistical inferences, hypothesis testing, and the overall reliability of the regression model's results when predicting "Project_Success."

4.6.3 Homoscedasticity Test

This scatterplot, with "Project_Success" as the Dependent Variable, displays the Regression Standardized Residuals against the Regression Standardized Predicted Values. The primary

purpose of this plot is to assess the assumptions of homoscedasticity (constant variance of



residuals) and linearity of the relationship in the regression model. In an ideal scenario, for homoscedasticity, the points should be randomly scattered with no discernible pattern, forming a roughly rectangular cloud around zero. For linearity, there should be no clear curved pattern, indicating that the relationship modeled is indeed linear. In this specific plot, the points appear to be randomly scattered around zero with no clear pattern or funnel shape, suggesting that the assumptions of homoscedasticity are met and that a linear model is appropriate.

Figure 4.3 Scatter plot Showing Homoscedasticity

Source: Own Survey (2025)

Constant variance of residuals (homoscedasticity)

It is an important assumption in regression analysis. It means that the spread (variance) of the residuals (errors) the differences between the observed and predicted values is roughly the same

across all levels of the independent variables.

4.6.4 Multicollinearity

A multicollinearity test is used in regression analysis to check if independent variables are highly correlated with each other, which can distort the results. It is commonly assessed using the Variance Inflation Factor (VIF), where values above 10 indicate a potential issue, and tolerance values below 0.1 also suggest multicollinearity. Detecting multicollinearity is important for ensuring accurate and reliable regression estimates (Field, 2013)

Table 4.9 Multicollinearity Table

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	0.258	3.875
	Transactional Leadership	0.436	2.292
	Laissez Faire Leadership	0.819	1.22
	Communication Effectiveness	0.487	2.055
	Decision Making Style	0.551	1.815
	Employee Motivation	0.504	1.982
	Conflict Resolution	0.541	1.847
	Clarity Vision Support	0.605	1.653

The above table shows the Tolerance and VIF values for each independent variable. All VIF values are below the commonly accepted threshold of 10, and all Tolerance values are above 0.1, indicating that multicollinearity is not a concern in this model. The highest VIF is for Transformational Leadership (3.875), which is still within acceptable limits. Therefore, the regression estimates can be considered reliable (Field, 2013).

In conclusion factors influencing project success revealed a highly significant model, with an R value of 0.937 and an R Square of 0.879, indicating that 87.9% of the variance in project success is explained by the combined effects of leadership styles, communication effectiveness, decision-making style, employee motivation, conflict resolution, and clarity of vision and support. The ANOVA results confirmed the overall model's significance ($F = 179.087, p < .001$), and the low standard error (0.21609) alongside a Durbin-Watson value of 2.001 indicates that the model's predictions are accurate and not affected by autocorrelation. Normality tests (Kolmogorov-Smirnov and Shapiro-Wilk) showed that the residuals are normally distributed ($p > .05$), validating one of the key assumptions of regression analysis.

Further examination of the regression coefficients revealed that communication effectiveness, decision-making style, employee motivation, conflict resolution, and clarity of vision and support are statistically significant predictors of project success, with confidence intervals that do not cross zero. In contrast, the three leadership styles (transformational, transactional, and laissez-faire) did not show significant contributions in this model. Additionally, multicollinearity diagnostics using VIF and tolerance values confirmed that multicollinearity is not a concern, as all VIF values were below 10 and tolerance values above 0.1. The assumption of homoscedasticity (constant variance of residuals) was conceptually supported, ensuring the reliability and interpretability of the regression model outcomes (Hair et al., 2019; Field, 2013)

4.7 Regression Analysis

Regression analysis is a statistical technique used to examine the relationship between a dependent variable and one or more independent variables, helping researchers understand how changes in predictors influence outcomes. It is commonly used in social sciences and management research to test hypotheses, make predictions, and identify significant factors affecting an outcome (Hair et al., 2019). For example, in project management studies, regression analysis can be applied to assess how leadership style, team size, or budget influences project success. Before performing the regression analysis, the researcher in this study attempted to test the assumptions.

Table 4.10 Regression Analysis model

Model Summary ^b

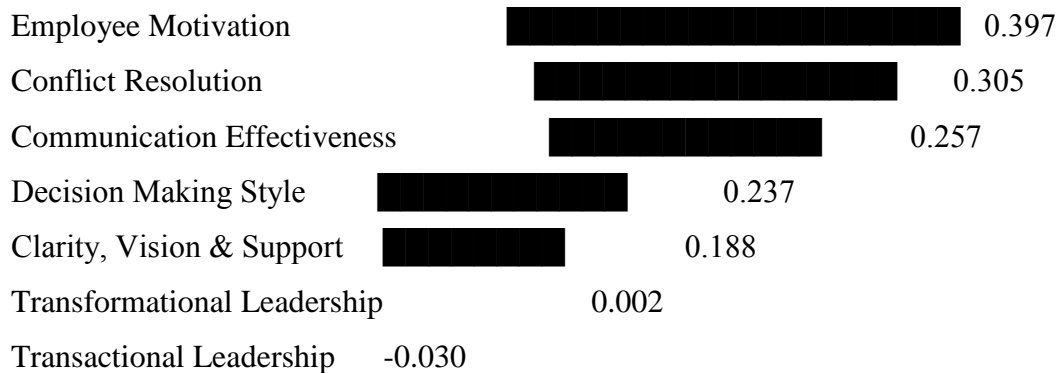
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.937 ^a	0.879	0.874	0.21609	2.001

a. Predictors: (Constant), Clarity Vision Support, Transactional Leadership, Laissez Faire Leadership, Employee Motivation, Conflict Resolution, Communication Effectiveness, Decision Making Style, Transformational Leadership

b. Dependent Variable: Project Success

The model summary indicates a strong relationship between the independent variables and project success, with an R value of 0.937, suggesting a high correlation. The R Square value of 0.879 means that approximately 87.9% of the variance in project success is explained by the combined influence of leadership styles (transformational, transactional, and laissez-faire), clarity of vision and support, employee motivation, communication effectiveness, conflict resolution, and decision-making style. The Adjusted R Square of 0.874 accounts for the number of predictors in the model and confirms the model's robustness. The standard error of the estimate is low (0.21609), indicating that the model's predictions are relatively accurate. The Durbin-Watson value of 2.001 suggests that there is no significant autocorrelation in the residuals, supporting the reliability of the regression results.

Standardized Beta Coefficients Bar Chart 1



Laissez-Faire Leadership -0.016

The standardized beta coefficients indicate that employee motivation has the strongest positive influence on project success ($\beta = 0.397$), followed by conflict resolution ($\beta = 0.305$), communication effectiveness ($\beta = 0.257$), decision-making style ($\beta = 0.237$), and clarity, vision, and support ($\beta = 0.188$). These organizational and interpersonal factors contribute significantly to project outcomes. In contrast, the leadership styles—transformational ($\beta = 0.002$), transactional ($\beta = -0.030$), and laissez-faire ($\beta = -0.016$)—have minimal or negative effects, suggesting they are not strong predictors of project success in this model. This highlights the greater importance of internal team dynamics and organizational support over formal leadership styles

Table 4.11 ANOVA^a of Regression Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.899	8	8.362	179.087	.000 ^b
	Residual	9.246	198	0.047		
	Total	76.145	206			

a. Dependent Variable: Project_Success

b. Predictors: (Constant), Clarity Vision Support, Transactional Leadership, Laissez Faire Leadership, Employee Motivation, Conflict Resolution, Communication Effectiveness, Decision Making Style, Transformational Leadership

The ANOVA table shows that the regression model is statistically significant in explaining variations in project success. The F-value of 179.087 with a significance level (p-value) of .000 indicates that the overall model is highly significant; meaning the set of independent variables collectively has a meaningful impact on project success. The large difference between the regression sums of squares (66.899) and the residual sum of squares (9.246) further supports that most of the variation in the dependent variable is explained by the model. This confirms the model's effectiveness in predicting project success based on leadership and organizational factors

(Hair et al., 2019).

Table 4.12 Coefficients of Regression Analysis

Coefficients ^a					
Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-0.793	0.433		
	Transformational Leadership	-0.141	0.146	0.258	3.875
	Transactional Leadership	-0.138	0.059	0.436	2.292
	Laissez Faire Leadership	-0.084	0.045	0.819	1.22
	Communication Effectiveness	0.152	0.265	0.487	2.055
	Decision Making Style	0.144	0.254	0.551	1.815
	Employee Motivation	0.25	0.355	0.504	1.982
	Conflict Resolution	0.156	0.243	0.541	1.847
	Clarity Vision Support	0.123	0.245	0.605	1.653

Table 4.6.3 indicates which predictors significantly contribute to project success and assesses potential multicollinearity. Variables such as communication effectiveness, decision-making

style, employee motivation, conflict resolution, and clarity of vision and support have confidence intervals that do not cross zero, suggesting they are statistically significant positive predictors of project success. In contrast, the leadership styles (transformational, transactional, and laissez-faire) have confidence intervals that include zero, indicating they are not significant predictors in this model. The Variance Inflation Factor (VIF) values are all below 5, and tolerance values are above 0.1, suggesting that multicollinearity is not a concern (Hair et al., 2019). These results highlight the stronger impact of organizational and interpersonal factors over leadership style alone in predicting project success

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5. Introduction

This chapter presents the conclusion derived from the findings discussed in Chapter Four, alongside corresponding recommendations. The purpose of this study was to explore the role of leadership styles on project success at Addis Ababa Abattoir Enterprise (AAAE). Through the use of descriptive statistics and a five-point Likert scale, the study examined employee perceptions regarding key leadership factors, their influence on project outcomes, and the perceived effectiveness of these leadership styles in achieving project objectives.

5.1 Summary of Major Findings

The demographic data showed that most respondents were male (68.6%) and had substantial experience and educational background, with 60.9% holding a bachelor's degree or higher. The majority (53.1%) were between the ages of 29 and 45, indicating a mature and experienced workforce. This demographic context provided a solid basis for credible and meaningful feedback on leadership effectiveness. The analysis of leadership behaviors revealed a grand mean of 3.30, suggesting a moderate level of agreement among respondents. This indicates that participants generally acknowledge the positive impact of leadership behaviors such as communication, flexibility, trust-building, and conflict resolution on project success. However, specific areas for improvement were identified, particularly concerning transactional leadership and its alignment with organizational goals, where lower mean values highlighted a need for strategic enhancement.

Regarding the influence of leadership on tangible project outcomes, the section achieved a grand mean of 3.38. This signifies a substantial perceived role of leadership in determining project timeliness, profitability, and quality. Respondents specifically commended leaders for their efficient resource allocation and proactive risk management. Despite this overall positive perception, there was less conviction among respondents regarding a direct and strong link between transformational leadership and concrete outcomes like profitability. With a grand mean of 3.78, the part evaluating the overall efficacy of leadership styles in promoting project success had the highest degree of agreement. According to this broad agreement, staff members believe that several leadership philosophies such as transformational, directive, and supportive approaches are very successful in guaranteeing stakeholder satisfaction and seamless project execution. Notwithstanding this overwhelmingly favorable opinion, certain questions were voiced about the reliable assurance of project quality and solid financial objective alignment.

With an R-squared value of 0.879, the regression analysis showed a highly significant model, meaning that the combined effects of the independent variables account for 87.9% of the variance in project performance. Crucially, the following factors were found to be statistically significant positive determinants of project success: employee motivation, decision-making style, communication effectiveness, dispute resolution, and clarity of vision and support. Their consistent impact on project results was demonstrated by the fact that their confidence intervals did not exceed zero.

This result implies that although leadership is clearly important, other organizational and interpersonal variables may have a greater influence on project performance than the particular formal leadership styles discussed here. Additional information about the relative significance of the relevant predictors was revealed by the standardized beta coefficients. The greatest beneficial impact on project success was attributed to employee motivation ($\beta = 0.397$), underscoring the vital role that an engaged workforce plays. Next in line were decision-making style ($\beta = 0.237$), communication effectiveness ($\beta = 0.257$), conflict resolution ($\beta = 0.305$), and support and vision clarity ($\beta = 0.188$). These findings make it abundantly evident that successful project outcomes depend heavily on internal team dynamics, good communication channels, solid decision-making procedures, a disciplined approach to conflict, and a clear organizational vision, all of which must be supported.

While the qualitative model downplayed the direct statistical significance of specific leadership styles, the interview with the manager at Addis Ababa Abattoirs Enterprise offered a complementary perspective. By stressing open communication, flexibility, decisiveness, building trust, and empowering team members, the manager outlined the significance of transformational and situational leadership. Effective leadership behaviors, like motivating teams, adapting to obstacles, and creating a safe atmosphere, are in fact seen as essential for productivity, quality, and profitability, according to this qualitative research. Even though the formal leadership styles themselves weren't direct predictors, the manager's observations are consistent with the quantitative findings on the significance of communication, employee motivation, and clarity of vision, implying that effective leaders exhibit behaviors that improve these statistically significant factors.

5.2 Conclusion

This study at Addis Ababa Abattoir Enterprise (AAAE) explored the impact of leadership on project success, utilizing both quantitative and qualitative data. Most workers concurred that communication, adaptability, fostering trust, and resolving conflicts have a good impact on project results. Leaders were generally recognized for their contribution to project quality, profitability, and punctuality, especially through proactive risk management and effective resource allocation. The results did, however, also point to certain areas that needed work, pointing out a lack of confidence in a clear connection between transformational leadership and profitability as well as the necessity of improving transactional leadership and alignment with corporate objectives.

The results of the regression analysis showed that the combined effects of the components under study can account for a significant 87.9% of the variance in project success. The strongest factors were found to be decision-making style, communication effectiveness, dispute resolution, employee motivation, and support and vision clarity. It's interesting to note that the quantitative model did not directly predict project performance using the formal leadership styles of transformational, transactional, and laissez-faire. Nevertheless, a manager's qualitative observations highlighted the perceived significance of situational and transformational leadership behaviors, such as building trust and motivating colleagues. This implies that although particular leadership philosophies may not be accurate indicators, the positive behaviors that are frequently

linked to successful leadership improve important internal team dynamics and organizational support, both of which are important factors in AAAE project success.

5.3 Recommendations

Based on the conclusions, the following recommendations are proposed to enhance leadership effectiveness and ensure sustained project success:

- ✓ **Prioritize Employee Motivation and Engagement:** Given that employee motivation was found to be the most reliable indicator of project success ($\beta = 0.397$), AAAE ought to fund programs that will increase and maintain it. This entails acknowledging contributions, offering chances for career advancement, cultivating a happy workplace, and making sure that pay and benefits are equitable. In order to foster a sense of ownership, actively involve staff, and link individual duties to the larger project vision, leaders should receive training.
- ✓ **Strengthen Communication Effectiveness:** Effective communication was identified as a key factor in the study. Strong communication techniques should be used by AAAE during every stage of the project. This entails creating unambiguous channels for the exchange of information, fostering timely and transparent updates, fostering candid communication and offering forums for comments. Project results can be greatly improved by holding regular team meetings, using the right communication tools, and keeping accurate documentation.
- ✓ **Enhance Conflict Resolution Mechanisms:** With conflict resolution being a strong predictor, AAAE needs to develop and reinforce effective conflict resolution strategies. This involves providing training for project leaders and team members on mediation, negotiation, and collaborative problem-solving. Establishing clear procedures for addressing disputes promptly and constructively can minimize their negative impact on project progress and team morale.
- ✓ **Develop Clear Vision and Support Structures:** Strong support and a clear vision were found to be essential. AAAE should make sure that the aims and objectives of the project are well-defined and shared with all parties involved on a regular basis. Leaders must also actively offer project teams with the tools, resources, and institutional support they need to succeed in order to create an atmosphere in which problems may be solved effectively.
- ✓ **Focus on Behavioral Leadership Development over Style Labels:** The qualitative results demonstrated the significance of characteristics frequently linked to good leadership (e.g., inspiring, adapting, and establishing trust), even while formal leadership styles did not directly

predict project success in the quantitative model. Instead of just following labels, AAAE should concentrate leadership development programs on developing these particular, powerful characteristics. To enable leaders to exemplify the behaviors that propel success, training should prioritize situational leadership, team empowerment, and decisive problem-solving.

5.4 Directions for Future Research

Given the study's case-based approach, future research should consider expanding to other enterprises or sectors for comparative analysis. Additionally, longitudinal studies would help evaluate how leadership practices evolve over time and their long-term impact on project performance. Exploring the link between leadership style and innovation in project settings may also yield valuable insights.

The qualitative interview emphasized the perceived significance of characteristics like motivating teams, adjusting to obstacles, building trust, and empowering others, even though the quantitative analysis demonstrated that formal leadership styles were not direct predictors. More thorough qualitative research (such as case studies, in-depth interviews, and focus groups) might be done in the future to precisely pinpoint and describe the precise, implementable leadership practices that AAAE staff members believe are most important for project success. A more context-specific leadership framework might then be developed using this information.

The research found that there was "less conviction among respondents regarding a direct and strong link between transformational leadership and concrete outcomes like profitability." Perhaps by integrating objective financial data from AAAE's projects, future research could try to objectively characterize this relationship using certain financial indicators and more complex measures of transformative leadership. This could make it clearer whether measurement, real lack of influence, or other mediating factors are to blame for the perceived weak relationship.

Reference

- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15, 5–32.
- American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.).
- Australian Meat Processor Corporation (2023). *Innovation and Systems Leadership Phase 2. AMPC Final Report*. <https://www.ampc.com.au/media/kmja2432/final-report-innovation-and-systems-leadership-phase-2.pdf>
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor Leadership Questionnaire: Manual and sampler set* (3rd ed.). Mind Garden, Inc.
- Ayub, N., Hussain, A., & Majid, A. (2017). Leadership styles and project success: The moderating role of work environment. *Journal of Management Development*, 36(3), 396–409.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. Free Press.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14(5).
- Bass, B. M., & Avolio, B. J. (1990). *Developing Transformational Leadership: 1992 and Beyond*. *Journal of European Industrial Training*, 14(5).
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.

- Bass, B. M., & Avolio, B. J. (1997) Full range leadership development: manual for the Multifactor Leadership Questionnaire, Mindgarden, Palo Alto, Calif.
- Bass, B. M., & Avolio, B. J. (1997) Full range leadership development: manual for the Multifactor Leadership Questionnaire, Mindgarden, Palo Alto, Calif.
- Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Lawrence Erlbaum Associates.
- Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Lawrence Erlbaum Associates.
- Bryman, A. (2016). Social research methods (5th ed.). Oxford University Press.
- Burns, C., & West, M. A. (2003). Individual, climate, and group interaction processes as predictors of work team innovation. *Small Group Research*, 26, 106-117.
- Chemers, M. (2014). An integrative theory of leadership. New York, USA: Psychology Press
- Clark, D. (1997). Big dog leadership. Retrieved from <http://www.nwlink.com/~donclark/leader/leader.html>, 5.11.2018
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). SAGE Publications
- Dess, G. G., & Picken, J. C. (2000). Changing roles: Leadership in the 21st century. *Organizational Dynamics*, 29 (4), 18–33.
- Dobbins, G. H., & Platz, S. J. (1986). Sex differences in leadership: How real are they? *Academy of Management Review*, 11, 118-127.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45(4), 735–744. <https://doi.org/10.5465/3069307>
- Eagly, A. H., & Johannesen-Schmidt, M. C. (2001). The leadership styles of women and men. *Journal of Social Issues*, 57(4), 781–797. <https://doi.org/10.1111/0022-4537.00241>
- Ekemezie, I. O., & Digitemie, W. N. (2024). Best practices in strategic project management across multinational corporations: a global perspective on success factors and challenges. *International Journal of Management & Entrepreneurship Research*, 6(3), 795-805.
- Ekvall, G., & Arvonen, K. (1991). Change-centered leadership: An extension of the two dimensional model. *Scandinavian Journal of Management*, 7, 17–26.
- Feidler, F., & House, R. (Eds.). (1994). Leadership theory and research: A report of progress.

- Fernandez, S., & Rainey, H. G. (2006). Managing successful organizational change in the public sector. *Public Administration Review*, 66(2), 168-176. <https://doi.org/10.1111/j.1540-6210.2006.00570.x>
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). SAGE Publications.
- Greenleaf, R. (1996). *On becoming a servant-leader*. San Francisco; Jossey-Bass Publishers.
- Greenleaf, R.K. (1977). *Servant leadership: A journey into the nature of legitimate power & greatness*. Mahwah, NJ: Paulist Press.
- Hanandeh, A., QaisHammouri, D. R., & Hanandeh, R. (2021). Outsourcing and Job Performance: The Perspectives of Organizational Structure and Culture. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(6), 4378-4387
- Harper, C., and Hall, R. (2015). *Organizations: Structures, processes and outcomes*. New York, USA: Routledge.
- Hassan, S. (2016). Impact of HRM Practices on Employee's Performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15
- Heeralall, P. (2013). NGOs – projects which find their way to success, <http://www.lemauricien.com/article/ngos-%E2%80%93-projects-which-find-their-way-success,5.11.2018>
- House, R. J., & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. M. M. Chemers, & R. Ayman (Eds.), *Leadership theory and research: Perspectives and direction*, 81–107.
- House, R. J., & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. M. M. Chemers, & R. Ayman (Eds.), *Leadership theory and research: Perspectives and direction*, (pp. 81–107). San Diego, CA: Academic Press.
- House, R., & Aditya, R. (1997). The social scientific study of leadership: Quo Vadis? *Journal of Management*, 23, 409-474.
- Humphrey, R.H. (2002). The Many Faces of Emotional Leadership. *The Leadership Quarterly*, 13(5), 493-504
- Jiang, J. (2014). The Study of the Relationship between Leadership Style and Project Success. *American Journal of Trade and Policy*, 1(1), 51-55. <https://citeseerx.ist.psu.edu/document>
- Jung, D.I. (2001): Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13:185-195.

- Khath, B., & Tan, S. (2024). The Effect of Leadership Styles on Staff Performance: A Case Study of Real Estate Companies in Phnom Penh, Cambodia. *SRAWUNG: Journal of Social Sciences and Humanities*, 23-44. DOI: <https://doi.org/10.56943/jssh.v3i1.445>
- Mansour, A., Al-Qudah, S., Siam, Y., Hammouri, Q., & Hijazin, A. (2024). Employing E-HRM to attain contemporary organizational excellence at the Jordan social security corporation. *International Journal of Data and Network Science*, 8(1), 549-556.
- Maqbool, R., Sudong, Y., Manzoor, N., and Rashid, Y. (2017). The Impact of Emotional Intelligence, Project Managers' Competencies, and Transformational Leadership on Project Success An Empirical Perspective. *Project Management Journal*, 48(3), 58-75
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row.
- McGregor, D. M. (2003). *The human side of enterprise*. New York: McGraw-Hill.
- Mir, F. A., & Pinnington, A. H. (2014). Exploring the value of project management: Linking project management performance and project success. *International Journal of Project Management*, 32(2), 202–217. <https://doi.org/10.1016/j.ijproman.2013.05.012>
- Muller, R., Turner, J.R., 2007. Matching the project manager's leadership style to project type. *International Journal of Project Management* 25 (1), 21–32.
- Ngu, J. N. (2023). Impact of Leadership Styles on Project Success in the Agro-Industry. *Open Journal of Business and Management*, 11(5), 2211-2227.
- Nguyen, D. M. (2024). *Technology Adoption in Food Processing Industry under Influences of Leadership and Organizational Culture*. Master's thesis, University of Gothenburg. <https://gupea.ub.gu.se/handle/2077/82459>
- Northouse, P. G. (2018). *Leadership: Theory and Practice* (8th ed.). Sage Publications.
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
- Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). Sage Publications
- Pinto, J. K., & Slevin, D. P. (1988). Critical success factors in effective project implementation. *Project Management Journal*, 19(3), 67-75.
- Rehman, S. U., Shahzad, M., Farooq, M. S., & Javaid, M. U. (2020). Impact of leadership behavior of a project manager on his/her subordinate's job-attitudes and job-outcomes. *Asia Pacific Management Review*, 25(1), 38-47.
- Ryan, J. C. & Tipu, S. A. (2013). Leadership effects on innovation propensity: A two-factor full range leadership model, *Journal of Business Research*, 66, 2116 – 2129.

- Samad, S. (2012). The influence of Innovation and Transformational Leadership on Organizational Performance. *Procedia Social and Behavioural Sciences*, 57 (2012) 486-493.
- Siddiqui, A. W., Iqbal, S., Shaukat, M. B., & Latif, K. F. (2023). From Coaching Leadership Style to Construction Industry Project Success: Modelling the Mediating Role of Team Building and Goal Clarity. *International Journal of Organizational Leadership*, 12(First Special Issue 2023), 142-164
- Singh, K. (2015). Leadership Style and Employee Productivity: A Case Study of Indian Banking Organizations. *Journal of Knowledge Globalization*, 8(2), 39-67.
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of Occupational Health Psychology*, 12(1), 80–92.
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Thiry, M., and Deguire, M. (2007). Recent developments in project-based organisations. *International Journal of Project Management*, 25(7), 649-658.
- Turner, J. R., & Müller, R. (2003). On the nature of the project as a temporary organization. *International Journal of Project Management*, 21(1), 1-8.
- W. M. Nizarudin Wajdi, Muh. *The Differences Between Management and Leadership*, 2017
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper & Row.
- Yammarino, F. J. (1999). CEO charismatic leadership: Levels-of-management and levels-of-analysis effects. *Academy of Management Review*, 24, 266-286.
- Yukl, G. (2001). *Leadership in organizations*. Upper Saddle River, NJ: Prentice-Hal.
- Yukl, G. (2012). Effective leadership behaviour: What we know and what questions need more attention. *The Academy of Management Perspectives*, 26(4), 66-85.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.

ANNAX

QUESTIONNAIRE FOR THE ROLE OF LEADERSHIP STYLES ON PROJECT SUCCESS: A CASE STUDY OF ADDIS ABABA ABATTOIR ENTERPRISE

My name is Melat Wale. I am a student at Addis Ababa University, School Of Commerce Department of Business Leadership MBL Program, studying for a Master's degree in Business Leadership. I am currently researching "Exploring the Role of Leadership Styles on Project Success: A Case Study of Addis Ababa Abattoir Enterprise.". You are required to assist me in this research by providing your knowledge and experience in the area The information you provide will be strictly used for academic purposes. Instructions to Respondents Tick in the boxes provided below. Fill in spaces where required

Thank You

Email Address: melat.walle2006@gmail.com

Part I: Respondent's Demographic Information

1. Gender: 1. Male 2. Female
2. Age: 1. 18-28years 2. 29-45 3. 46- 60
3. Marital status:
1. Single 2. Married 3. Divorced 4. Widowed
4. Educational status: 1. below is a Diploma Diploma
3. Bachelor's Degree & above
5. Duration of stay in the enterprise: 1. < 2 years 2. 2-5years
3. 6-10years 4. Above 10 years

Part II: Likert-Scale Questionnaire

Instructions: Please indicate your level of agreement with the following statements by ticking (✓) the appropriate option.

Scale: 1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree

1. What is the predominant leadership styles utilized at Addis Ababa Abattoir Enterprise?

Section A: Leadership Styles in the Organization						
Items No:		Strongly agree	Disagree	Neutral	Agree	Strongly Agree
ALSO1	Managers articulate a clear vision and inspire commitment among team members.					
ALSO2	Supervisors promote innovation and value employees' creative inputs.					
ALSO3	Leaders regularly involve team members in decision-making processes.					
ALSO4	Team collaboration and mutual respect are central to leadership behavior					
ALSO5	Leadership is primarily directive, focusing on achieving immediate goals.					
ALSO6	Adherence to rules and procedures often takes precedence over adaptability.					
ALSO7	Leaders use incentives, rewards, or recognition to reinforce good performance.					
ALSO8	Leaders depend heavily on their formal authority rather than interpersonal influence					
ALSO9	Leadership style in this organization reflects traits like assertiveness, confidence, and charisma					
ALSO10	Supervisors allow employees substantial freedom in how they carry out tasks					

Questionnaire 2 Questioners regarding what are the key factors associated with leadership styles that contribute to project success?

Section B: Factors Contributing to Project Success						
Items No:		Strongly agree	Disagree	Neutral	Agree	Strongly Agree
BFCPS1	Clear and consistent communication from leaders enhances project outcomes.					
BFCPS2	Leaders who support learning and growth increase chances of project success.					
BFCPS3	Leadership flexibility in adapting decisions improves project responsiveness.					
BFCPS4	Leaders who foster trust and cohesion among team members improve collaboration.					
BFCPS5	Conflict resolution skills of leaders reduce disruptions and enhance team performance.					
BFCPS6	Empowering employees to take initiative leads to better decision-making and results.					
BFCPS7	Effective alignment of project and organizational goals by leaders drives project success.					
BFCPS8	Leaders who use transactional methods (rewards/punishments) influence goal achievement.					
BFCPS9	Leaders who demonstrate emotional intelligence support high-performing project teams.					

Questionnaire 3 Questioners regarding How do these leadership styles specifically influence project outcomes in terms of efficiency, quality, and profitability?

Section C: Leadership Influence on Project Outcomes

Items No:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CLIPO1	Leadership style contributes significantly to delivering projects on time.					
CLIPO2	Leaders ensure that project deliverables meet expected quality standards.					
CLIPO3	Leadership contributes to minimizing project costs and boosting profitability.					
CLIPO4	Leaders allocate resources efficiently to ensure smooth execution.					
CLIPO5	Leaders proactively identify and mitigate risks during the project lifecycle.					
CLIPO6	Projects led by transformational leaders are more likely to outperform others.					
CLIPO7	Directive leadership styles often result in faster but less flexible project execution					
CLIPO8	A supportive leadership approach correlates with higher stakeholder satisfaction.					

Questionnaire 4: -Regarding To what extent do project-based employees perceive the leadership styles as effective in meeting project objectives?

Section D: Perception of Leadership Effectiveness					
Items No:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

DPLE1	I feel confident in leadership's ability to guide our projects to success.					
DPLE2	Leadership practices are aligned with project goals and priorities.					
DPLE3	The leadership style motivates me to perform well on projects.					
DPLE4	Leaders are effective in handling project-related challenges.					
DPLE5	Leadership communicates project goals, roles, and expectations clearly.					
DPLE6	Project leaders provide the necessary support to achieve goals.					
DPLE7	I believe leadership adapts effectively to the needs of different project phases and teams.					
DPLE8	Leadership fosters a positive environment that helps me grow professionally.					

Part III: Interview Guide (for Managers, Team Leaders, or Key Informants)

Research Question 1: Predominant Leadership Styles

1. How would you describe your leadership style?
2. What leadership approaches are most commonly used in your department?
3. How does leadership style influence team motivation and performance here?

Research Question 2: Factors That Contribute to Project Success

4. In your opinion, what leadership traits or behaviors contribute most to successful projects?
5. How important is team communication and collaboration for success?

6. What role does leadership play in overcoming project challenges?

Research Question 3: Influence on Efficiency, Quality, and Profitability

7. Can you describe how leadership decisions affect project efficiency?

8. How do leaders help ensure quality outcomes?

9. In what ways do leadership styles contribute to cost-effectiveness or profitability?

Research Question 4: Perception of Effectiveness

10. How do employees respond to the leadership styles practiced in the enterprise?

11. Do you believe the current leadership approaches align with project goals?

12. What improvements would you recommend in terms of leadership style?

Thank you for all!!!