ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Perceived Impact of Leadership Style on Project Success: The Case of Commercial Bank of Ethiopia IT Projects.

By: - Kuleni Abera

A Research Project Submitted to Addis Ababa University School of Commerce in Partial Fulfillment of the Requirement for Master of Arts in Project Management (**MAPM**)

Advisor: Wasihun M. (PhD)

June 13, 2023

Addis Ababa, Ethiopia.

STATEMENT OF DECLARATION

I, the undersigned, certify that the study titled "Perceived Impact of Leadership Style on Project Success: The Case of Commercial Bank of Ethiopia IT Projects" is my original work, has not been submitted to any program at any other universities, and fully acknowledges all the sources of the information used in the study.

Declared by:

_____	_____
Name	Signature

LETTER OF CERTEFICATION

This is to attest that the study "Perceived Impact of Leadership Style on Project Success: The Case of Commercial Bank of Ethiopia IT Projects" conducted by Kuleni Abera for the partial fulfillment of the requirement for the Degree of Master of Arts in Project Management at Addis Ababa University College of Business and Economics, School of Commerce, is an original work and is acceptable to be submitted for the award of Master of Arts Degree in Project Management.

Research Advisor: _____

Signature: _____

Date: _____

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Perceived Impact of Leadership Style on Project Success: The Case of Commercial Bank of Ethiopia IT Projects.

By: - Kuleni Abera

Approved by Board of Examiners:

Advisor:	**Signature:**	**Date:**
Internal Examiner:	**Signature:**	**Date:**
External Examiner:	**Signature:**	**Date:**

Acknowledgement

First and for most, I would like to thank God for keeping me safe and healthy through the course of the project work. Second, I want to thank my family for their encouragement and moral support. I want to express my sincere gratitude to my adviser, Dr. Wasihun, for his commitment to supporting and advising me throughout the project work. Finally, I want to thank the staff at the Commercial Bank of Ethiopia and the IS unit for allowing me do my research and collect the data.

Table of Contents

List of Tables

List of Figures

Acronym

CBE – Commercial Bank of Ethiopia

APM – Agile Project Management

PMI – Project Management Institute

IT – Information Technology

IS – Information Security

PMO – Project Management Office

MLQ – Multi Factorial Leadership Questionnaire

SPSS – Statistical Package for Social Science

Std. – Standard Deviation

TRF – Transformational Leadership Style

TRC – Transactional Leadership Style

LF – Laissez-faire Leadership Style

PS – Project Success

Abstract

The objective of this research is to evaluate the perceived impact of leadership style on project success, In the case of Commercial Bank of Ethiopia IT projects. In order to accomplish this goal, the study made an effort to ascertain how three leadership styles: Transformational leadership style, Transactional leadership style, and laissez-faire leadership style affect IT project success implemented by bank. An explanatory research design with a quantitative approach was used in the study to better understand and examine the phenomenon. A questionnaire survey via google form was used to obtain primary data from samples drawn from the target population. A valid and reliable of 180 questionnaires were distributed via email; 158 of them were fully completed and returned. Descriptive statistics and inferential analysis were used to analyze the data using SPSS software version 29.0. The result of the descriptive analysis indicated the presence of all three leadership styles on IT projects in the bank. The study found the contribution of leadership style to be significant and crucial to project success. The research also discovered from the correlation analysis that there is a strong & positive correlation between Transformational leadership style and project success, a strong & positive correlation between Transactional leadership style and project success, and a moderate & positive correlation between Laissez-faire leadership style and project success. Moreover, the result from the regression analysis showed that Transformational leadership style is the best predicator of project success compared to Transactional leadership style and Laissez-faire leadership style. Finally, the study concludes by recommending the bank to encourage the consideration and adoption of Transformational leadership style in the implementation of IT projects.

Key terms: *Leadership style, IT project success, CBE (Commercial Bank of Ethiopia)*

1. INTRODUCTION

1.1. Background of the Study

Project is known to be a sequence of connected activities that are complex and unique with one goal and bounded by constraints like time, budget, and scope. “A project is a sequence of unique, complex, and connected activities that have one goal or purpose, that must be completed by a specific time, within budget, and according to specification” (Robert, 2014, pp.4). Scholars usually describe contemporary project environment as having a high speed and constantly changing environment with full of uncertainty and complexity. Consequently, IT projects are renowned for being unique and expensive, distinguished by uncertainty, transitory life span and emergence. It necessitates more coordination of persons, capital; objects, rapid information transfer, real time information, strong flexibility, making decisions rapidly, and process of project implementation quickly (Sarjo and Yahya, 2014). Even though these technological projects have been implemented for decades, studies have shown that their success rate is very low. Scholar such as Pucciarelli exclaimed that 25% of IT projects experience outright failure and up to 50% of the projects require material rework, and 20% to 25% do not provide Return on Investment (ROI) (Pucciarelli et Al., 2009).

While having all the resources needed to complete a project is essential, the effort is futile without effective leadership and management of those resources. To achieve predetermined goals, leadership entails directing, guiding, and leading a group of individuals who have the same goals in mind; it involves sharing the organization's mission, vision, and goals with subordinates to achieve outstanding performance. Poor project planning and direction has been cited in studies as one of the key causes of IT project failure over the years. Joseph (2012) identified seven characteristics that contribute to IT project failure, with inadequate project planning and direction at the top of the list. He went on to say that improving project planning and direction is one of the key factors in project success through giving explicit assignments to team members with well-defined goals and tasks. Therefore, it is the project manager's obligation to comprehend each team member's skill set to allocate tasks and define roles/responsibilities, which calls for a high level of leadership skill.

The contribution of effective leadership is paramount to efficient team performance and productivity, which increases the likelihood of achieving favorable result with high job quality and satisfaction. Understanding the leadership style that results in extraordinary results is essential for project managers since it will aid them in understanding and honing their decision-making abilities while also providing the team with the right guidance and feedback. In the 2023 annual report, PMI emphasized the importance of power skills, “soft skills” or “interpersonal” skills like communication, problem-solving, collaborative leadership, and strategic thinking.

According to the article, project managers may align projects with corporate objectives by using power skills like leadership. They can also motivate their teams to collaborate, solve challenges, and provide results that are valuable to both the organization and its clients. (Pulse of profession, 2023). This research attempts to examine the perceived impact of leadership style on project success and recommend, if there is a specific, prevalent leadership style that steer up project success.

1.2. Background of the Organization

CBE (Commercial Bank of Ethiopia) is a well-known financial institution in the nation with over 1880 branches, 38.9 million customers and almost 2 million digital banking customers. The bank, which continues to operate today to provide and develop financial services in Ethiopia, was established in 1942. In addition to providing goods and services tailored to numerous socioeconomic groups and significantly contributing to the growth of the country, CBE is dedicated to enhancing customer convenience through digital solutions therefore it provides extensive online and mobile banking services. The bank aims to become a world-class bank to provide cutting-edge and fully integrated banking services, by applying refined working procedures and utilizing cutting-edge technologies (Commercial Bank of Ethiopia, 2021).

To achieve its objective the bank is investing heavily in digital banking technology through implementing several information system projects to cope with the dynamic banking environment. By putting these projects into action, the bank was able to attract new clients. The bank now has 3.4 million mobile banking users, 4.5 million CBE-Birr service clients, and agents, pushing annual digital channel transactions past teller-based services and accounting for 56% of all transactions. The bank's extensive promotion of digital banking contributed to these achievements (Commercial Bank of Ethiopia, 2021, P.1).

1.3. Statement of the Problem

Commercial Bank of Ethiopia has earned a reputation for offering cutting-edge and comprehensive banking services by enhancing the convenience of financial services by utilizing the latest technological advancements. The bank provides a numerous digital banking service, including CBE Birr, mobile banking, and internet banking. The foundation for these digital services was laid by the numerous IT projects that the bank has undertaken thus far. Oracle database and backup consolidation, T24 for subsidiary banks upgrade project, EMT Tivoli, CBE local area network upgrade, credit scoring, upgrading mobile money solution, data lifecycle management (DLM), loyalty, NG screener, PCI-DSS, mobile money, CBE Birr upgrade, OBFI, SIEM to SOAR upgrading project, and ACI upgrade are just a few examples. These projects, which are valued in the millions of dollars, will continue to be carried out if substantial technological developments give the business a competitive edge over its rivals. The monetary value of these projects was disclosed in the bank's 2014 annual report. According to the report, in June 2014 EC, the overall investment in IT hardware and software was approximately Birr 568 million. This balance was around Birr 415 million in the prior year. "These efforts will continue in the coming years to make the bank

more competitive and to capture the hearts and minds of current and prospective clients" (Commercial Bank of Ethiopia, 2014, pp.32). Therefore, the successful completion of these projects will have a substantial impact on not only the bank's performance and attainment of its goal but also the financial situation and economic growth of our country.

This study was based on a preliminary interview with senior managers who are currently working at CBE's PMO (project management office) and IS & IS PMO quality management department to determine what they perceive as the primary causes of IT project failure. They all concur that the main reasons IT projects fail at CBE are inadequate specifications, a flawed project identification and selection process, project managers' competency, inept vendors and poor communication. They acknowledge that among the causes, problems resulting from insufficient requirements, a flawed project identification and selection process, and an incompetent vendor are usually attributed to actors outside the bank and their recurrence varies from project to project. However, issues that arise because of the project manager's competency and ineffective communication are very difficult to account for, and replication is almost unavoidable. According to the preliminary interview, it has been determined that majority of the time, a project manager is selected to oversee a project solely based on his or her technical expertise and experience. Core competencies such as leadership, communication, decision-making, business savvy, and project management expertise receive little to no consideration.

IT projects fell under Agile Project Management (APM) category where the goal is clear, but the solution has not yet been found. The team's composition differs slightly from that of conventional projects in that it is made up of highly qualified individuals who will be responsible for delivering a workable solution (a prototype) at each project iteration. According to Robert (2014), APM proponents typically advise hiring a small team of collocated, highly skilled professionals who can work independently and are assigned hundred percent to the project which calls for effective leadership who will be in charge of organizing and tying the team's efforts together. The leader must exhibit a leadership style, behavior and traits of leadership that influences the team to be creative and imaginative in creating a solution.

In recent years, many studies have concentrated on the critical success factors of projects and the impact of leadership and leadership attributes. However, there are relatively few empirical studies done that explain how these two concepts relate to one another. According to Geoghegan and Dulewicz (2008), leadership style has an impact on project success and that the leader's leadership competencies increase the project's chances of success. Other researchers investigated the relationship between a leadership style & project success and concluded that a leadership style contributes to project success in a variety of ways, including teamwork, resource management,

and communication with followers and clients (Jiang, 2014). Müller and Turner (2007) also support the notion that leadership style of the project managers affects project success and the significance of matching project manager's leadership style to project type.

Leadership is the process of directing a team's collective effort towards a common purpose by clearly conveying the project's vision, goal, and objectives to produce a high-quality outcome. Understanding the leadership style that influences a project's success helps project managers in setting right expectations, providing feedback, and improving communication and decision-making. This research attempts to examine the perceived impact of leadership style on project success and determine, if there is a prevalent leadership style that project managers at CBE implement to complete IT projects successfully.

1.4. Research Question

- ✓ What is the effect of Transformational leadership style on project success?
- ✓ What is the effect of Transactional leadership style on project success?
- ✓ What is the effect of laissez faire leadership style on project success?
- ✓ Is there a prevalent leadership style that successful IT project managers at the bank are practicing?

1.5. Research Objective

1.5.1 General Objective

The general objective of this research is to assess the perceived impact of leadership style on project success and recommend if a prevalent leadership style is observed for the study organization, Commercial Bank of Ethiopia.

1.5.2 Specific Objectives

- ✓ To examine whether Transformational leadership style is positively correlated with project success.
- ✓ To examine whether Transactional leadership style is positively correlated with project success.
- ✓ To examine whether Laissez-faire leadership style is positively correlated with project success.
- ✓ To examine if the result finding indicates a prevalent leadership style.

1.6. Significance of the Study

The goal of this research is to examine the impact of leadership style on project success and recommend if prevalent leadership style (Transformational leadership style, Transactional leadership style, and Laissez faire leadership style) was observed that promotes IT project success for the study organization. A major contribution of this study is the indication of the significance and influence of leadership and leadership style in project success to amend the policies and procedures that are in place to manage IT projects by the bank. It also serves as a valuable resource for senior managers at the bank to choose and recruit project managers as it explicates the significance of soft skills in managing projects and the leadership style that best stimulates IT project success. It

also guides project managers at the bank to comprehend and adopt the leadership style that most effectively promotes the success of IT projects to enhance team dynamics and performance. Furthermore, the finding of the study is vital to understand the leadership style that is closely associated with project success to further our understanding of projects and the elements that contribute to project success from a leadership context. Finally, this study aims to offer theoretical and practical follow-up research questions that could act as the basis for future studies on leadership styles and project success.

1.7. Scope of the Study

This study aims to evaluate the perceived impact of leadership style on project success by taking only the four departments (IS Applications Management & Customization, Infrastructure Management, IS Security and Business Analysis & IS PMO) within the IS unit at Commercial Bank of Ethiopia (CBE) located at Debre work and Kassa Mall branch in Addis Ababa, Ethiopia. As a result, the result will only show the perceived impact of leadership style on IT project's success that have been conducted by the bank in the past three years' timeframe even though the results of the study can be extended and applied to other projects as well. Explanatory research design and quantitative research approach was adopted to analyze if there is a relationship between project success and leadership style as well as the magnitude of their correlation without manipulating the variables. It is worth noting that this study attempted to only capture the perception of the project team members at the bank that had been involved in the listed IT projects in the past three years on the impact that their project manager's leadership style had on project success.

1.8. Definition of Key Terms

Project: A project is a series of discrete, interdependent tasks whose successful completion yields the anticipated business benefit that justifies undertaking the project (Robert, 2014).

Project success: It is when a project is finished on time, within budget, and to the proper performance or specification level. Additionally, it entails obtaining the user or customer's approval with minimal or mutually agreed-upon scope changes and without disrupting the organization's main workflow (Kerzner, 2009).

Leadership: is someone who motivates a group of people to work toward a common objective (Peter, 2016).

Leadership style: is an approach for inspiring followers and subordinates. (Peter, 2016).

Transformational leadership style: is the process through which a person connects with others to create a bond that raises the level of motivation and morals in both the leader and the follower (Peter, 2016).

Transactional leadership style: is when the leaders exchange things of value with followers to achieve effective and efficient performance. It is in the best interest of followers to follow the leaders as it influences them (Peter, 2016).

Laissez-Faire leadership style: stands for the phrase "hands-off, let things be" in French, which is used to describe a leader who abdicates responsibility, delays decisions, gives no feedback, and makes little effort to help followers satisfy their needs (Peter, 2016).

1.9. Limitation of the Study

This study focuses on only assessing the perceived impact of leadership style on project success or the perception of IT project team members on the impact of the leadership style employed by the project manager on project success, not the actual impact of leadership style on IT project success. Usually, a type of research that aims to investigate an impact requires the investigation to be done on a larger scale using experimental research design while also controlling other variables. To do that, factors that impact IT project success from leadership context and different styles of leadership also need to be considered. However, this research focuses on only analyzing if there is a relationship between project success and three contemporary leadership styles as well as the extent of their relationship by applying explanatory research design. As suggested by the PMO department at the bank, this research focuses on IT projects that have been conducted by the bank in the past three years. This is because it is very hard to trace and locate the project team members and project documents beyond the three years period. Limitation of the accessibility of the project documents due to the confidentiality imposed by the bank was the major challenge as well as the inconvenience of finding the contact information of the project team members (respondents) to distribute and forward the questionnaire (google form) from project managers.

1.10. Organization of the Study

The study is divided into five chapters. The first chapter, which also serves as an introduction to the study, provides a description of the problem statement, the research question and objective, scope, and significance of the research. The second chapter discusses the theoretical foundations of the research variables as well as the findings of earlier studies on those variables and their relationships. It also includes the conceptual framework that was extracted from the research in the theoretical and empirical literature. The third chapter describes the methodology used to carry out the study. Additionally, it provides information about the sample size, target population, data collection techniques, validity and dependability of the measurement equipment, and ethical considerations. The data presentation, analysis, and discussion of the results are presented in the fourth chapter. Finally, chapter five includes a summary of the results, the study's conclusion, and some recommendations.

2. LITERATURE REVIEW

2.1. Introduction

The theoretical, empirical, and conceptual framework are all included in this chapter since it presents the theoretical concept and background underlying the study variables. The empirical review focuses on assessing research findings from past studies on the impact of leadership styles on project success while the theoretical review discusses the meaning of leadership, leadership theories, leadership styles, and project success. Finally, the chapter displays the study's conceptual framework.

2.2. Theoretical Review

2.2.1. Leadership

Over the years, leadership has drawn the attention of researchers from all around the world. Leadership is a complex process with many elements and varying definitions. According to Peter (2016), even if everyone has a basic understanding of what the term means, it may mean different things to different people. He asserts that leadership is a process wherein an individual influences a group of people to attain a common purpose. He bases this assertion on the elements that can be identified as fundamental to leadership from the variety of ways in which leadership has been viewed. Richard (2008) defines leadership as an impactful partnership between leaders and followers who want to achieve results that represent their common goals. Additionally, he argues that leadership is about bringing about change rather than upholding the status quo and that this change should reflect the goals that leaders and followers both embraces.

2.2.2. Leadership Style

In every company, there are leaders who are expected to guide the organization to success and achievement of the predefined goals. As this responsibility is extremely complex and demanding, leaders must have the essential soft and hard skills to fulfill it. They must also exhibit a variety of traits, skills, and behaviors in order to guide their team and organization to success. Leadership style refers to the techniques used by the leader to inspire the team and foster a positive environment. A range of leadership styles that draw from these theories have been recognized by scholars, who have defined and identified numerous leadership theories. According to Bass and Avolio (1993), the three styles of leadership of laissez-faire (non-leadership), transactional (based on rewards and punishments), and transformational (based on inspiration and behavioral charisma) comprise one of the most widely used frameworks for classifying and examining leadership. The leadership styles that were described above and will be the subject of this study are briefly explained in the sections that follow.

I. Transformational leadership style

Aiming to foster a constructive and beneficial transformation in their followers, transformational leaders try to grow their subordinates into leaders. In his explanation of the relevance and impact of these types of leaders, Peter (2016) emphasizes the critical role that knowing and addressing followers' needs and motivation have in effective leadership. Peter (2016) claims that transformational leaders are viewed as role models who are able to develop and communicate a clear vision for a business, motivate staff to achieve higher standards, act in a way that inspires people to trust them, and provide an organizational purpose. To effectively inspire followers to act in ways that benefit the greater good rather than their own self-interest, transformational leaders must hold a strong set of personal beliefs and ideals, which can be summed up as the "four I's" of transformational leadership. (1994, Kuhnert).

Idealized Influence

Idealized impact is typically present in a setting where the leader serves as a role model for the followers and is admired and identified with. These leaders are highly respected by their followers because they uphold high moral and ethical standards, act morally, and demand the same behavior from their followers. Their adherents, who frequently place a great deal of faith in them, hold them in the highest regard (Peter, 2016).

Inspirational motivation

This kind of leaders are distinguished by inspiration; they hold their followers to high standards and motivate them to work hard to produce exceptional results. The leaders firmly believe in engaging with their followers, speaking well of them, and emphasizing the value of their contributions to the future success of the business (Peter, 2016).

Intellectual Stimulation

It comprises leadership that encourages followers to challenge both their own and the leaders' beliefs as well as to be imaginative and creative (Yang et al., 2011). They are characterized by the support they give their followers to be creative and imaginative; they promote innovative ways of finding solutions and looking at problems from different perspective.

Individualized Consideration

These leaders pay great attention to their followers to understand what they need. They create a positive and hospitable atmosphere where their followers feel comfortable speaking openly. To assist followers, reach their full potential, leaders serve as mentors and counselors. This kind of leader may develop close relationships with some of their followers while providing others precise instructions with a high degree of firmness (Peter, 2016).

II. Transactional leadership style

This type of leaders concentrates on supervision and performance rather than motivation and individualizing of subordinates. They purely depend on adherence to the rules and the accomplishment of predetermined goals. It is marked by transaction or some sort of exchange between the leader and follower to result an outstanding performance. As a result, the leader provides the group with clarification, information, or drive (Turner & Muller, 2005). Because they operate in the best interests of their followers, these leaders have a large level of influence (Kuhnert & Lewis, 1987). To achieve desired results, leaders frequently use rewards and punishments to encourage followers' cooperation. Transactional leadership style has two elements:

Contingent Reward

These leaders firmly believe in the exchange of incentives and rewards for excellent performance. Along with outlining the requirements for conformity, the leader also outlined the advantages of meeting the requirements. Leader's appeal to the self-interest of the followers by promising reward and recognition when they reach standards. Peter (2016) claims that in this type of leadership, the leader seeks to convince the group to focus on the tasks that must be accomplished and the rewards that will be given to those who succeed.

Management-by-exception

This factor emphasizes ideas like constructive criticism, unfavorable feedback, and unfavorable reinforcement (Peter, 2016). It has two dimensions; the first one is active management-by-exception, where the leader closely supervises the performance subordinates to intervene before issues arises. The leader closely investigates the performance and progress to identify a variance from the predetermined expectation. To do that, the leader first lay the conformity standard to assess progress and to discipline personnel in the event of performance disparities (Nixon et al., 2012). The second one is passive management by exception; it is different from the previous one as the leader waits until the subordinates to make a mistake or mess up to take action. These leaders do not set conformity standards and measurement standards beforehand to evaluate a deviation from plan; they just wait to intervene when a problem occurs.

III. Laissez Faire Leadership Style

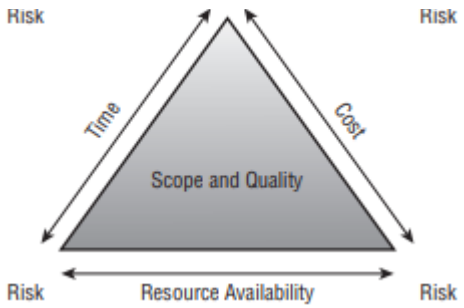
Laissez faire is a French phrase that can be translated as "let it be", this signifies lack of leadership or the minimalized authority of the leader on the subordinates. These types of leaders believe in giving freedom to their subordinates, they allow followers to develop themselves independently. They refrain from offering criticism and feedback and avoid making decision; as a result, the subordinates rely on other sources to come up with solution.

As there is no power exerted by the leader on the follower, it was thought that this leadership style enables leaders to create healthy relationships with their subordinates (Anantatmula, 2010). It also was characterized by no exchange between the leaders and subordinates.

2.2.3. Project Success

The concept of project success is an extensively conversed topic in academic studies and literatures. Scholars indicate that even though there is an extensive literature, the concept is still very much vague, it means different thing for different people (Judgev and Müller, 2005). Over the years, it was believed that completing the project on schedule, budget and within the predefined specification is enough to determine whether a project is successful (PMI, 2004). These three elements were considered enough to define the success of projects; these three elements are known in project management as Iron Triangle (Papke-Shields et al., 2010). Another scholar has also coined the same Cooke-Davies (2002).

Figure 1. The Iron Triangle in project management (Robert, 2014)



The iron triangle framework was initially developed by Atkinson (1999) to evaluate projects in project management, it was employed to assess and balance the tradeoff and conflicting demands between the three elements. Later, it was modified and taken by scholars as a sole standard to evaluate project success (Shenhar and Dvir, 2007), any attempt to deviate or add more criteria was considered as a defective and needs to be avoided entirely (Turner and Bredillet, 2009).

The three components of the Iron Triangle, according to Turner & Muller (2005), do not address the comprehensive characteristics necessary to evaluate the success criteria for current projects. They dispute the wholeness of the Iron Triangle to judge the success of projects alone. Over the years, scholars have identified several project success factors besides the three elements in the iron triangle. They argued that factors like project management process and stakeholders' satisfaction should be considered additional to cost, time and quality resulting in the divergence between the concept of project success and project management success. Cooke-Davis (2002) argues that project success is determined by the project's overall goals, but project management success is

determined by more conventional performance indicators including finishing the project on schedule, within budget, and to the project's specifications for scope and quality.

2.3. Empirical Review of Related Literature

Elroi (2021) discovered that the transformational leadership style has the highest correlation with project success and that project managers who use it are more likely to complete the project within the given time constraints in her study of the role of project managers' leadership qualities in the case of Ethiopian Electric Power.

Tsion (2021) examined the impact of leadership competency on project success in the case of East Africa Bottling Sc. According to her research findings, leadership style has the fourth largest impact on project success out of the five leadership criteria (leadership style, skill, trait, control, and experience).

Alem (2019) did a study on the impact of a project manager's leadership style and teamwork on project performance; he determined that there is a statistically significant positive association between a project manager's leadership style and project success.

According to a South African study on the influence of leadership style on project success, in the case of a telecommunications company, both transformational and transactional leadership style are required for a project to be successful with a positive rating of more than 50% (Lategan and Fore, 2015).

Leadership style and project success in the non-profit health sector organizations: A case study of selected donor supported health projects in Uganda was the title of a study undertaken in Uganda NGO health sector organizations. Laissez-faire leadership style and project success have a marginally positive link, according to the researcher Musekura. However, she pointed out that any improvement or deterioration in the laissez faire approach has no bearing on project success because the association is very weak (Musekura, 2013).

Anwar, Ifithkar, and Umar (2019) discovered a significant positive relationship between project success and transformational leadership style and traits. Only two parts of transactional leadership management by exception active and contingent reward have a significant positive correlate with project success, while management by exception (passive) has a negative correlation. Furthermore, laissez-faire leadership has a low association with project success.

Blaskovics (2014) investigated the impact of leadership style on project success against three project success dimensions (project iron triangle, client, and stakeholder satisfaction) and discovered that project managers' leadership style has a direct impact on meeting project iron triangle success criteria and on stakeholder satisfaction

but has an indirect impact on client satisfaction. Finally, it was concluded that project managers might influence all three styles of project success.

After researching the effects of several leadership styles on project quality performance, Idemudia (2022) concluded that transformational leadership style is the most effective and successful in the project management setting. He also mentioned that followers and subordinates are interested in learning more about the idea. They value a project manager who is achievement and project goal driven and who delivers rewards for project success.

A Nigerian study titled "The relationship between leadership styles and project success among IT Professionals in Nigeria: implications to project management" went on to clarify the relationship between leadership style and project performance. The researcher concluded that there is a link between the effectiveness of IT projects in Nigeria and project managers' leadership styles. Furthermore, it identified a link between transformational leadership style and project success as well as transactional leadership style and project success. The study, however, revealed a negative relationship between a laissez-faire leadership style and project success (Ukpai et al., 2013).

2.4. Conceptual Framework

The conceptual framework presents in a graphical format the conclusions reached after reviewing the theoretical and empirical literature from different leadership and project management scholars.

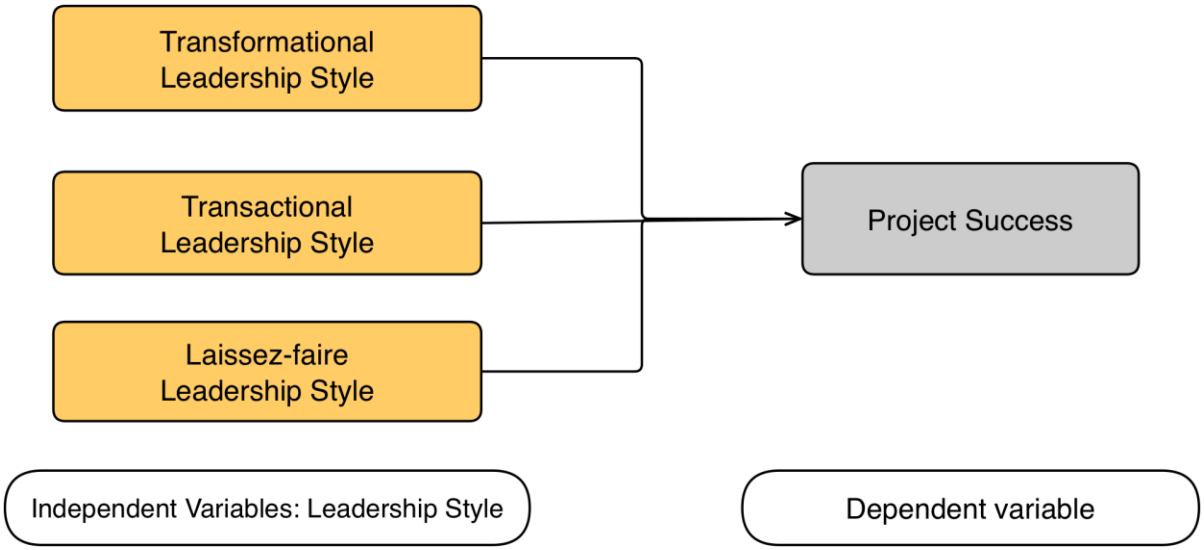


Figure 2. Study's conceptual framework

2.5. Research Hypothesis

H1: Transformational leadership style is positively correlated with project success.

H2: Transactional leadership style is positively correlated with project success.

H**3:** Laissez Faire leadership style is positively correlated with project success.

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research design and approach, target population and sampling method, sample size, source and instrument of data collection, methods of data analysis and ethical consideration employed to investigate the relationship between the study variables.

3.2. Research Design and Approach

This study used an explanatory research design with quantitative approach to examine the degree to which the study variables are related to one another. This research design was chosen because it aids in understanding a phenomenon that had not previously been well explained. It helps to broaden our understanding of a phenomenon by uncovering patterns and trends in data of how a given phenomenon occurs (Merkus and George, 2021).

The project success is the dependent variable while the leadership styles (Transformational leadership style, transactional leadership style and Laissez-faire leadership style) are the independent variables. Quantitative research approach was applied to gather and analyze the numerical data from the MLQ (Multi Factorial Leadership) survey questionnaire as well as the adopted project success items. Quantitative research approach was chosen by its ability to uncover trends and averages, provide forecasts, examine causality, and extrapolate findings to larger populations (Bhandari, 2021).

3.3. Description of Variables

- **Independent variables**

In this study, three contemporary leadership styles of transactional, laissez-faire, and transformational leadership style were employed as independent variables. A multi-factorial leadership questionnaire survey was utilized to evaluate the leadership styles. The multi factorial questionnaire has 3 sections and 30 items to investigate the independent variables. The transformational leadership dimension has twelve components that focus on the leader's intention and motivation to encourage and motivate project team members. The transactional leadership style, which focuses on the leader's tendency to provide direction and process, closely monitor, reward, and recognize great performance while punishing subpar performance, was operationalized using twelve items. The laissez faire leadership style was evaluated using six criteria that focus on the degree of flexibility the leader provides the project team members and level of authority that the leader adhered to.

- **Dependent variables**

The three components of the iron triangle; cost, schedule, and scope were integrated in this study, along with stakeholder satisfaction and achievement of the project organization's goals and objectives, to measure project success against five criteria (PMI, 2013).

3.4. Population, Sample, and Sampling Technique

The target population for this research includes all the IT professionals in the IS unit that have been involved in IT projects in the past three years. Based on the suggestion of senior PMO professionals at the bank, projects that have been conducted in the past three years (2020-2022) were chosen for this study. This was due to the problem of accessing project documents and project team members prior to the three years period. The list of the 31 projects that have been conducted by the bank in the past three years (2020-2022) is provided in Annex I. Since the target population is small and easy to sample, a simple random probability sampling technique was used. According to the preliminary interview, IS (Information Security) unit is composed of seven departments; out of the seven departments, four of the departments; IS Applications Management & Customization, Infrastructure Management, IS Security and Business Analysis & IS PMO are considered in this research since these divisions are in charge of overseeing IT projects from initiation to completion.

Based on the preliminary data collected from the bank, around 447 IT professionals are currently working in those departments. Among the 447 IT professionals that are currently working in those departments, around 276 IT professionals have been involved in IT projects under the supervision of one or more project managers. The following formula was used to calculate the sample size. The sample size was determined using the formula below. As a result, 158 respondents were chosen as the sample size with a 95% confidence level and a 5% margin of error.

Sample Size (n) = [z2 * p (1-p)] / e2 / 1 + [z2 * p (1-p)] / e2 * N]

Where: N = population size.

z = z-score (we take Z score of 1.96 for 0.95 confidence level)

P= Population proportion (**p = X / N** Where X is the count of individuals in a population with a certain characteristics and N is the total number of individuals in a population, so the population proportion becomes 0.61 or 61%)

e = Margin of error (confidence interval of 0.05).

n = Sample size

3.5. Data Source and Instrument of Data Collection

The researcher gathered data from both primary and secondary sources. Cross-sectional primary data were obtained from the target population using the MLQ (Multi factorial leadership questionnaire) and a project success

questionnaire adapted from prior literatures and delivered to respondents in the target demographic. The items used to measure project success in the questionnaire was adopted from previously conducted literature by Alem, (2019). The questionnaires were distributed using Google Form, an online web-based interface, by sending the link to the respondents via email. The completed forms or responses were exported from the Google form to an excel spreadsheet, and the data was then supplied for further analysis to data analysis tool, IBM SPSS Statistics 29.0.1.0 data analysis tool. The questionnaire has three components. The first section collects demographic information from respondents, while the second section focuses on the respondent's evaluation of the project manager's leadership style. The final section seeks to assess the success of the listed IT projects according to the respondent's perception. The project materials, including the project status report, were used as secondary sources to gather information.

3.6. Method of Data Analysis

3.6.1. Data Cleaning and Screening

Because the data was collected via a Google form, the researcher went through the material to sort out and delete any default information and errors so that the data would be suitable for SPSS format.

3.6.2. Analysis Employed

In order to demonstrate the relationship between the dependent variable (Project Success) and the independent variables (Transformational leadership style, Transactional leadership style, and Laissez faire leadership style) in this study, descriptive statistics and inferential analysis were performed on IBM SPSS Statistics (Statistical Package for Social Science) 29.0.1.0. Pearson correlational analysis was utilized to better understand the nature and magnitude of the link between the relevant independent and dependent variables. Furthermore, multiple regression analysis was used to examine the strength of their link as well as the value of the dependent variable at a given value of the independent variable. The following equation expresses the relationship between the dependent variable (project success) and the independent variable (Transformational leadership style, transactional leadership style, and Laissez-faire leadership style) using a linear combination of the independent variable plus an error or residual term from the regression analysis.

$$Y= \beta 0 + \beta 1X1+ \beta 2X2 + \beta 3X3 + \varepsilon$$

Where:

Y = the dependent variable (project success)

β_0 = constant term

X1 = Transformational leadership style

X2 = Transactional leadership style

X3 = Laissez faire leadership style

β_s = Coefficient of independent variables

3.6.3. Reliability and Validity Test

Middleton (2019) defines validity as the degree to which the results truly measure what they are supposed to examine is referred to as validity, and it defines how well the findings match up with other measurements of the same idea and established theories. Even though, both the concept of leadership style and project success are complex concepts that have different dimensions, the researcher attempted to uphold the construct validity by using a standard questionnaire designed by Bass and Avolio that have seven factors model for assessing the three leadership styles (Bass, 1985, 1990; Bass & Avolio, 1993, 1994). The researcher attempted to uphold the content and criterion validity of the measurement by using standard questionnaire (MLQ- Multi factorial leadership questionnaire) that have been designed by scholars to cover all relevant parts of the construct.

Accordingly, transformation leadership style was assessed against twelve items that focuses on examining the leader's tendency to motivate, foster and promote good and positive change in their subordinates. Transactional leadership style was assessed against twelve items that are designed by scholars to investigate the leaders believe in supervision, organization, and performance rather than individualization and empathy of the needs of followers or on their personal growth. Laissez-faire leadership style was measured against six items that are designed to demonstrate the leader's propensity to give subordinates the freedom to work on themselves. Finally, project success was measured against five items that included the iron triangle, stakeholder's satisfaction and project goal and objective (Cooke-Davis, 2002).

Hinton (2014) defines reliability as the consistency of the measurement tool in measuring the subject of the study across populations and at various points in time is referred to as reliability. One of the most common ways used to investigate reliability in social science is to calculate the Cronbach's alpha for the items in the measurement. A Cronbach's alpha value below 0.5 indicates that the measurement scale is inadequate to measure the study variables while a permissible value of Cronbach's alpha value that is closer to one typically indicates that the scale is very reliable. Foster states that among academics, 0.7 is a popular reference point for Cronbach's alpha. This level or greater, according to Foster (2023), suggests that the items are sufficiently consistent to suggest that the measure is accurate. As a result, the instrument was deemed reliable because the Cronbach's alpha value was more than 0.7 for each study variables.

Table 1. Cronbach's alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.833	4

Source: Own survey (2023)

Table 2. Cronbach's alpha for the dependent and independent variables

Variable	Cronbach's alpha	Item
Transformational leadership style	0.864	12
Transactional leadership style	0.795	12
Laissez faire leadership style	0.827	6
Project success	0.707	5

Source: Own survey (2023)

3.7. Ethical Considerations

The researcher followed the necessary procedure outlined by the Bank for prospect research prior to gathering the data. As a result, the researcher submitted a letter of support to the HR Department of the Bank at Saris Branch. After receiving approval from the Bank, the researcher moved forward with data collection for the research and distributed questionnaires via google forms to respondents in accordance with established protocol. The researcher explained the purpose and application of the study thoroughly to respondents as well as their full right and consent to participate in the study prior to gathering the data. The researcher stressed the confidentially of their responses as well as their right to know the results if they desired so.

4. DATA PRESENTATION, ANALYSIS & DISCUSSIONS

4.1. Introduction

This study's objective was to evaluate how perceived leadership styles affect project success. To do this, the researcher distributed and collected data through survey questionnaires and secondary data sources and then entered the information into the SPSS software package for further analysis. This chapter provides the data presentation, analysis, interpretation, and discussion of the findings of the data.

4.2. Response Rate of Respondents

After obtaining the contact details of the project team members from their respective project managers, about 180 questionnaires were distributed to the respondents who had participated in IT projects in the four departments stated above. Out of the questionnaires, 158 have been completed and returned, yielding an 87% response rate, which is over the acceptable threshold of 70%.

According to Table 3, men account for 84.2% of respondents, representing most of the population. Because 50.6% of respondents fell into the category of (31-40), 44.9% fell into the category of (22-30), and 7% went into the category of (41-50), it can also be deduced that most of the respondents are in the adult age group. Furthermore, the table shows that 35.4% of respondents have a master's degree, while 64.6% have a bachelor's degree.

Table 3. Respondent's demographic information

Classification		Rate of recurrence	Percentage (%)
Gender	Male	133	84.2
	Female	25	15.8
	Total	**158**	**100**
Age	22-30	71	44.9
	31-40	80	50.6
	41-50	7	4.4
	Above 50	0	0
	Total	**158**	**100**
Level of education	Diploma	0	0
	Bachelor’s degree	102	64.6
	Masters	56	35.4
	PhD	0	0
	Total	**158**	**100.0**
Years of experience in project work	0-1	45	28.6

	1-5	68	43.0
	5-10	32	20.2
	10-15	13	8.2
	Above 15	0	0
	Total	**158**	**100**
Position	Project Manager	13	8.2
	IS Administrators	20	12.8
	IS Engineer	84	53.1
	IS Officer	41	25.9
	Total	**158**	**100**
Department	Application	52	36
	Infrastructure	33	20
	Security	29	18
	PMO	44	26
	Total	**158**	**100**

Source: Own survey (2023)

The bulk of respondents (43%) fell into the experience group (1-5), followed by 28.6% in the experience group (0-1), 20.2% in the experience group (5-10), and 8.2% in the experience group (15-25). As a result, with an average experience level of fewer than five years, most respondents fell into the categories of entry-level, intermediate-level, and experienced respondents. According to the position distribution, nearly every respondent is in a non-managerial function, which includes IS engineers (53.1%), IS officers (25.9%), and IS administrators (12.8%). With percentages of 36.2 and 26, respectively, the application and PMO departments accounted for the majority of respondents in terms of department distribution. Finally, the demographic data showed that the majority of respondents are mostly men under the age of 41 with entry- to intermediate-level experience, indicating that the respondents are qualified to provide accurate information for the study. However, this does not degrade women; rather, it demonstrates the conventional occupations that men and women chose.

4.3. Descriptive Analysis for the Study Variables

The items on the questionnaire were measured on a five-point Likert scale, the scale allowed the respondents to indicate their level of agreement in a bounded data format of 1-5, with 5 being strongly agree and 1 being strongly disagree. The following descriptive analysis presents the mean and standard deviation of the responses for the items, which in turn was used to investigate the presence of the study variables in the listed IT projects. Hana Terefe (2019) noted that a mean score value of 0.01 to 1 indicates strongly disagreeing responses, a mean score of 1.01 to 2.00 indicates disagreeing responses, a mean score of 2.01 to 3.00 indicates neutrality, a mean score of 3.01 to 4.00 indicates agreement and a mean score value of 4.01 to 5.00 indicates strong agreement between respondents. Therefore, the following permissible values have been taken into consideration to investigate the presence of the study variables.

4.3.1. Transformational leadership style

In order to determine whether a transformational leadership style was present on IT projects, twelve items were evaluated. The table below demonstrates the strong consensus among respondents on the presence of a transformational leadership style; with an aggregate mean score value of 4.15 and a standard deviation of 0.64. The statement that the project manager encourages people to think about old problems in new ways with the highest mean indicates that nearly all the respondents, according to the results, agreed on the score value. Additionally, the mean scores for items four to six were significantly higher, which demonstrates the leader's ability to inspire followers to be imaginative and creative. The outcome also showed that the respondent's reaction to the project manager encouraging others to develop themselves as neutral, demonstrating the absence of leaders who can create a supportive environment and pay close attention to the requirements of each of their followers. The remaining components and aggregate nominal standard deviation show that no individual value deviates from the mean to justify a change in value, hence it can be said that the project managers in the bank engage in transformational leadership.

Table 4. Descriptive statistics for Transformational leadership style

Descriptive Statistics

	N	Mean	Std. Deviation
1. The project manager makes others feel good to be around him.	158	4.23	1.01
2. I have complete faith in my project manager.	158	3.95	1.09
3. I am proud to be associated with the project manager.	158	4.06	1.00
4. The project manager expresses in simple words what we could and should do.	158	4.32	1.02
5. The project manager provides appealing images about what we can do.	158	4.40	0.95
6. The project manager helps in finding meaning to my work.	158	4.10	1.04
7. The project manager enables others to think about old problems in new ways.	158	4.89	0.53
8. The project manager provides others new ways of looking at puzzling things.	158	4.56	0.87
9. The project manager gets others to rethink ideas that they have never questioned before.	158	4.35	1.00
10. The project manager helps others to develop themselves.	158	2.95	1.06

11. The project manager lets others know how he/she thinks we are doing	158	4.52	0.80
12. The project manager gives personal attention to others who seem rejected.	158	3.43	1.07
TRF	158	4.15	0.64

Source: Own survey (2023)

4.3.2. Transactional leadership style

Just like the transformational leadership style, twelve items were assessed to investigate the presence of the transactional leadership style on listed IT projects performed by the bank. Accordingly, the result indicated that the respondents gave favorable responses to the presence of a transactional leadership style with an aggregate mean score value of 3.33 and a nominal standard deviation of 0.85. As shown in Table 5, respondents somehow agree with most of the individual statements, where item four has the highest mean score value indicating that project managers at the bank were always satisfied when others meet the agreed-upon standard. Furthermore, above-average mean score values from item five to item eight indicate that leaders instigate close supervision and control over the team members. Item twelve has the least mean score value indicating that the project manager does not believe that most project members in the general population are lazy. Individual items and overall mean indicate that the individual values do not deviate from the mean to warrant value change. Hence, the project managers at the bank apply a transactional leadership style.

Table 5. Descriptive Statistics for Transactional leadership style

Descriptive Statistics

	N	Mean	Std. Deviation
1. The project manager tells others what to do if they want to be rewarded for their work.	158	3.31	0.93
2. The project manager gives rewards/recognitions to others when they reach their goals.	158	3.24	0.94
3. The project manager calls attention to others what they can get for what they accomplish.	158	3.28	0.94
4. The project manager is always satisfied when others meet agreed upon standards.	158	3.70	1.04
5. As a rule, the project manager believes that project team members must be given rewards or punishments to motivate them to achieve organizational objectives.	158	3.37	1.28
6. The project manager tells us the standards we have to know to carry out work.	158	3.65	1.00
7. The project manager believes the project team members need to be supervised closely. They are not likely to do their work.	158	3.60	0.98
8. The project manager gives orders and clarifies procedures	158	3.51	1.20
9. I feel insecure about my work and need direction.	158	3.05	1.19

10. The project manager is the chief judge of the achievements of project team members.	158	3.16	1.23
11. As long as things are working, the project manager does not try to change anything.	158	3.08	1.19
12. The project manager believes that most project team members in the general population are lazy.	158	2.98	1.22
TRC	158	3.33	0.85

Source: Own survey (2023)

4.3.3. Laissez-faire leadership style

The respondents responded somewhere between disagreement and neutral to the presence of the Laissez-faire leadership style with the overall mean score value of 2.42 and a standard deviation of 0.70. As shown in Table 6, all the items mean score value is below 3.68 indicating that the respondents disagree or have neutral perception about the presence of Laissez-faire leadership style. The result also indicated that the respondents agreed with the statement that the project manager allows the team members to appraise their own work with the highest mean score value. The result further indicated that the respondents disagree or have neutral perception about the level of freedom given by their respective project manager as shown by the least mean score value given to the rest of the question.

Table 6. Descriptive statistics for Laissez-faire leadership style

Descriptive Statistics

	N	Mean	Std. Deviation
1. In a complex situation, the project manager allows me to work out my problems on my own way.	158	2.10	0.95
2. The project manager stays out of the way, as I do my work.	158	2.03	0.88
3. As a rule, the project manager allows me to appraise my own work.	158	3.68	1.17
4. The project manager gives me complete freedom to solve problems in my own.	158	2.15	0.93
5. In most situations, I prefer little input from the project manager.	158	2.24	0.97
6. In general, the project manager feels it is best to leave subordinates alone.	158	2.29	0.81
LF	158	2.42	0.70

Source: Own survey (2023)

4.3.4. Project Success

IT project success was assessed against five items, including the iron triangle. The aggregate mean score value of 3.96 and standard deviation of 0.67 indicates that most IT projects performed by the bank have above average success rate. The mean score value of 3.96 indicate that almost all respondents perceive and agree that the listed IT projects are completed successfully. Respondents also gave favorable result to almost all items except item two and three indicating that most of the listed IT projects had been completed over budget and behind schedule.

Table 7. Descriptive statistics for Project success

Descriptive Statistics

	N	Mean	Std. Deviation
1. The project met its objectives	158	3.95	1.09
2. The project was completed within the budget	158	3.43	1.07
3. The project was completed within schedule	158	3.79	1.00
4. Project stakeholders were satisfied with project.	158	4.56	0.73
5. The overall quality of the project outcome was high	158	4.06	1.00
PS	158	3.96	0.67

Source: Own survey (2023)

In conclusion, the descriptive analysis indicated that IT project managers at the bank practice all three-leadership styles, even though the presence of transformational leadership style is significantly higher than the presence of transactional and Laissez-faire leadership styles.

Moreover, it showed that most of the listed IT projects are completed successfully. The result is consistent with a recent literature done by Henok (2019) on the assessment of top management support on information system projects at commercial bank of Ethiopia. The finding of his study indicated that most respondents agree about the success of listed IT projects performed by the bank with the average mean score value of 3.4 and standard deviation 0.74.

4.4. The Relationship between Project Success and Leadership styles

Hinton (2004) defined correlation analysis as an examination of the relationship between two variables and the strength of the correlation between the two variables. To examine the association between the independent and

dependent variables as well as the strength of their relationship, the study used Pearson correlation. Table 8 below showed the Person correlation result (r) between the dependent variable (PS project success) and the independent variables (TRF Transformational leadership style, TRC Transactional leadership style and LF Laissez-faire leadership style). According to George and Mallery (2019), a Pearson correlation value (r) of +1 denotes a perfect positive correlation between the research variables, whereas a -1 value denotes a perfect negative correlation. The high correlation between the study variables is shown by a Pearson correlation value that is near to one. The correlation is only taken into consideration, though, if it falls within the specified range of the confidence level and margin of error (confidence level of 95% and error margin less than 5%).

Table 8. Pearson correlation analysis for study variables

Correlations

		TRF	TRC	LF	PS
TRF	Pearson Correlation	1	.677**	.430**	.813**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	158	158	158	158
TRC	Pearson Correlation	.677**	1	.404**	.663**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	158	158	158	158
LF	Pearson Correlation	.430**	.404**	1	.418**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	158	158	158	158
PS	Pearson Correlation	.813**	.663**	.418**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	158	158	158	158

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

Source: Own survey (2023)

Consequently, we can deduce that transformational leadership style (TRF) have a strong positive correlation with IT project success ($r=0.813$, $p<0.01$) followed by transactional leadership style (TRC) ($r=0.633$, $p<0.01$). However, there was only a moderate positive association ($r=0.418$, $p<0.01$) between Laissez-faire leadership style (LF) and project success. The outcome demonstrated that changes in the independent variables affect the dependent. Accordingly, all three hypotheses (H1, H2, and H3) can be accepted using the Pearson correlation analysis result. In conclusion, all the three leadership styles (Transformational leadership style, Transactional leadership style and Laissez-faire leadership style) have a positive correlation with the dependent variable (project success).

The result of correlation analysis coincides with the literature conducted by Ukpai (2013), the finding of the research indicated that transformational leadership style have strong positive correlation with IT project success followed by transactional leadership style. However, the finding of his study indicated a negative correlation between laissez-faire leadership style and IT project success. Elroi (2021) found a strong positive correlation between transformational leadership style and project success (r =.858, p.001). However, her study findings implicated a very weak positive correlation between transactional leadership style and project success (r = .173, p < .001). Alem (2013) also identified the correlation between project success and leadership style to be positive and statistically significant.

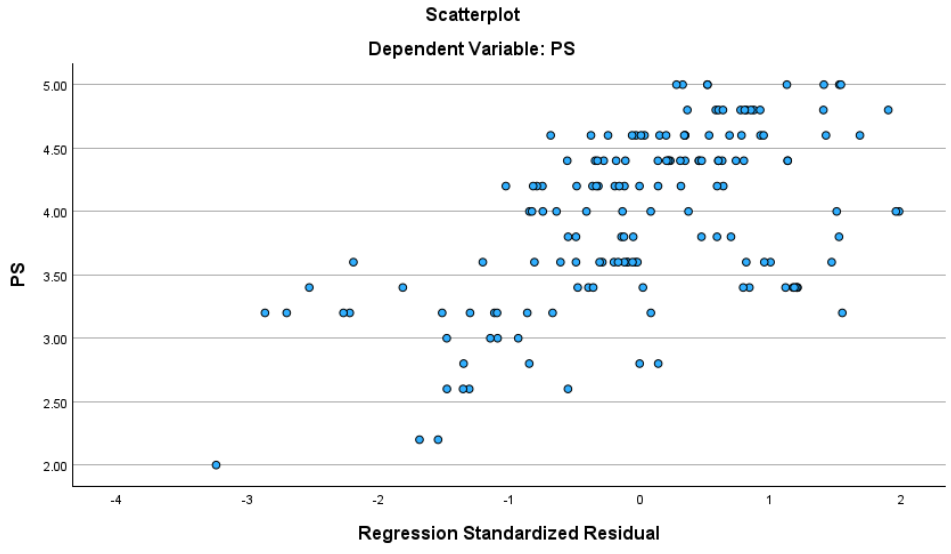
4.5. The Effect of Leadership Styles on Project Success

4.5.1. Assumption of regression analysis

It is required to make important assumptions before conducting a linear regression analysis in order to draw conclusions from the target population under investigation. They are as follows:

Linearity assumption: the dependent and independent variables must first have a linear connection to do a linear regression analysis; otherwise, the results of the study will not be accurate. Anova test of linearity, curve fitting using R-squared difference testing, and graphical analysis of scatter plots are a few techniques that can be used to evaluate linearity between variables. Accordingly, the study used easy visual evaluation of a plot of standardized residuals versus a standardized estimate or fitted value of the dependent variable to identify a linear relationship. If there is no non-linearity, the graph must have a random distribution of dots (Garson, 2012). Figure 3 shows that the dots in the plot are distributed at random around zero. Additionally, evaluating the significant value in Anova Table 11, further supports the linear relationship because it shows that the significance value is less than 0.01, which is lower than the industry norm of 0.05.

Figure 3. Linearity between leadership style and project success



Normality: The normality assumption, which is the evaluation of the distribution of extreme responses or outliers that distorts the relationship and significance between the independent and dependent variable, is one of the assumptions to consider. According to Osborn and Walters (2002), visual evaluation of the data plots, skew, kurtosis, and P-P plots provide information regarding normality and can be used to determine whether the dependent variable has a normal distribution. Additionally, we can use histograms, P-P plots, QQ plots, or Box plots to visually check for the presence of outliers. We can infer from the histogram below that more observations were made in the middle of the distribution and fewer on the tails. Additionally, we can see from the usual p-p plot in figure 5 that there is no discernible deviation from the regression line.

Figure 4. Histogram

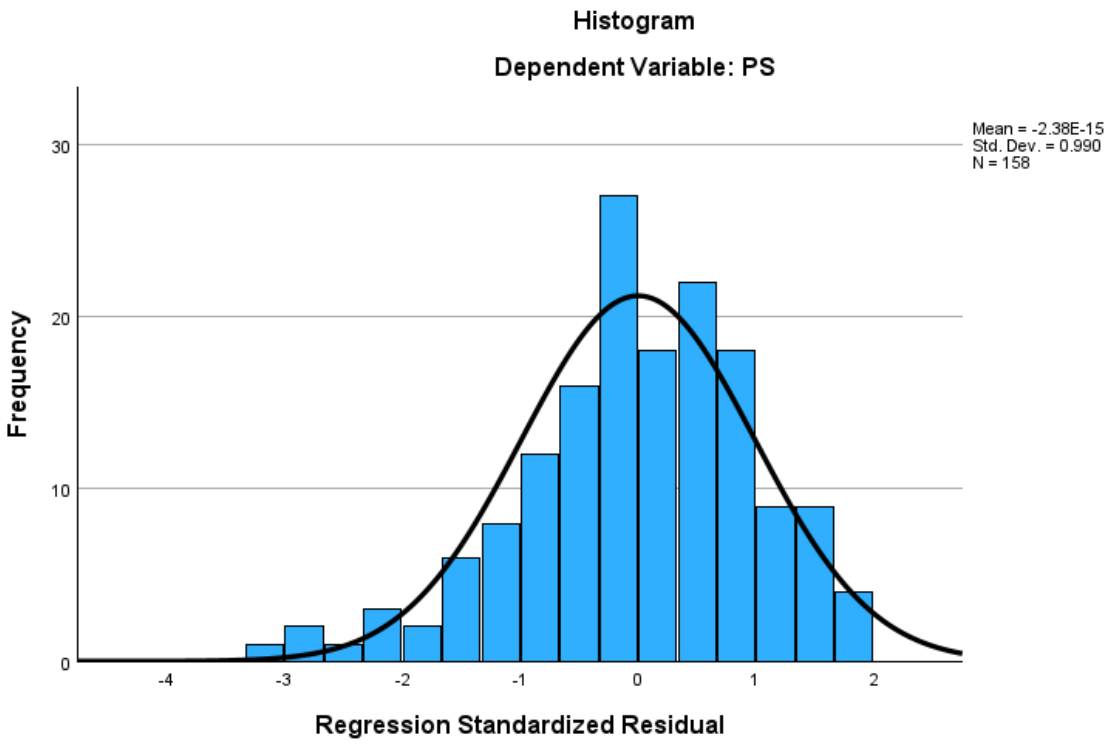
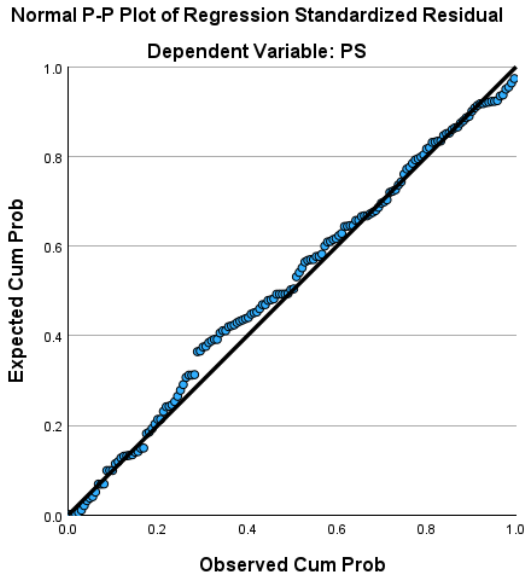
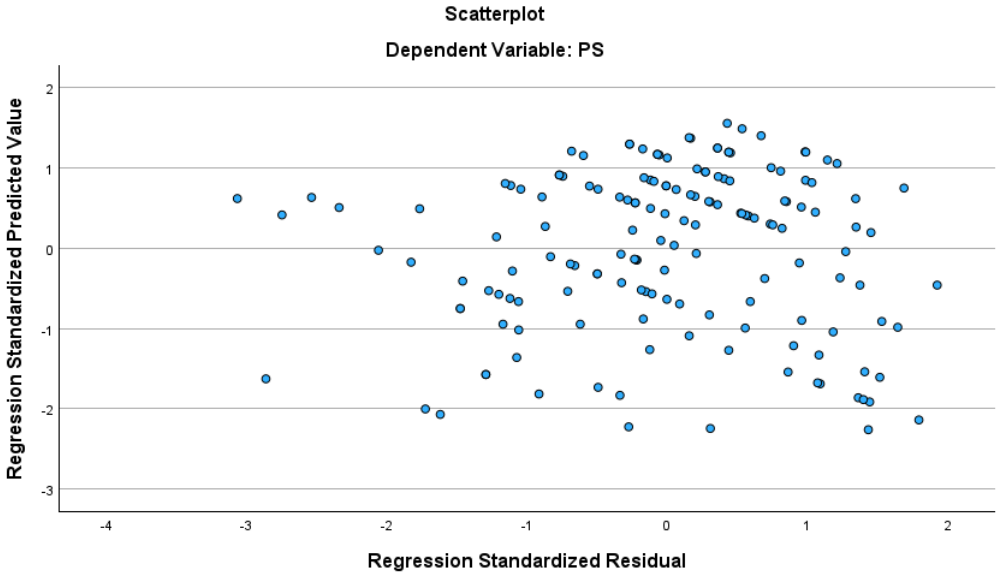


Figure 5. P-P Plot



Homoscedasticity assumption: According to Garson (2012), homogeneity of variance means that the association is stable throughout the whole range of the dependent variable. Lack of homoscedasticity is shown by high errors (residuals) for some portions of the range compared to others. When the homoscedasticity condition is satisfied, residuals will appear as a pattern less cloud of dots in a standardized scatterplot (standardized predicted dependent variable vs standardized residuals). The dots in Figure 6 are distributed randomly or without pattern, demonstrating that the homoscedasticity assumption is true.

Figure 6. Homoscedasticity Analysis



Multi-collinearity: occurs when the independent variables in the study have a high degree of correlation with one another. As the effects of the independent variables can't be distinguished in regression analysis, a strong correlation between the independent variables will make it difficult to determine what caused the change in the dependent variable. The assessment of tolerance and variance inflation factor (VIF) in the collinearity statistics, according to Garson, is one approach of spotting multi-collinearity. The tolerance value should be above some cutoff number, often 0.25 and the VIF value should be below four (Garson, 2012). According to Table 9, it is clear that all individual correlations are below 0.9. Values under 0.9 indicate that the regression analysis does not have a multi-collinearity problem.

Table 9. Multi collinearity VIF factor

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	.486	.200		2.434	.016		
TRF	.681	.066	.654	10.388	<.001	.513	1.950
TRC	.156	.049	.198	3.178	.002	.526	1.900
LF	.054	.048	.057	1.117	.266	.791	1.263

a. Dependent Variable: PS

Source: Own survey (2023)

4.5.2. Regression Analysis

Model-summary in a regression analysis shows the data summary as well as how well the regression model matches the data. A p-value of less than 0.05 shows that the model is statistically significant, and the model Anova table in Table 11 having a p-value of less than 0.01 (p-value0.01), we can infer that the model is statistically significant. By examining the R squared value in the model summary, one may determine the percentage of variance in the dependent variable that is explained by the independent variable. As a result, the independent variable (leadership styles) can explain 68.7% of the change in the dependent variable (project success), while

other variables that were not taken into consideration in this study can explain the remaining portions (R square =.687 and modified R square =.68 with a p-value of < 0.01).

Table 10. Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829[a]	.687	.680	.37963

a. Predictors: (Constant), LF, TRC, TRF

b. Dependent Variable: PS

Source: Own survey (2023)

Moreover, as shown in Table 11, 112.4 value of F statistics in the analysis of variance and significance value of below 0.01 indicates that there is significant difference in the means between the study variables and that the overall regression model is significant. Consequently, we can conclude that the independent variables has statistical and significant effect on the dependent variable (project success).

Table 11. Anova table

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.618	3	16.20	112.4	<.001[b]
	Residual	22.194	154	.144		
	Total	70.812	157			

a. Dependent Variable: PS

b. Predictors: (Constant), LF, TRC, TRF

Source: Own survey (2023)

The result of the multiple regression analysis is presented in Table 12; the analysis presented the unstandardized coefficient that signifies the relative significance of the independent variables on the dependent variable. The best indicator is represented by a large unstandardized coefficient value, which reveals how many units the dependent variable increases for every unit increase of the independent variable. Accordingly, the table shows that for a 1-unit increase in transformational leadership style, project success increases by 0.68 units, which further exhibits transformational leadership style is the best predictor and has a positive and statistically significant impact on project success (β=0.681 and p-value of <0.01).

Followed by transactional leadership style with a standardized coefficient of 0.16 and significance value of 0.02, a one-unit increase in transactional leadership style causes a 0.16-unit increase in project success (β=0.16 and p-value<0.01). Finally, we can observe from the table that the laissez-faire leadership style has a positive but least

significant effect on project success, as a one-unit increase in laissez-faire leadership style result in 0.054 increase in project success. However, compared to the transformational and transactional leadership style, the laissez-faire leadership style is the least predictor of project success with the least unstandardized coefficient and highest significance value (β=0.054 and p-value=0.26). In conclusion, there is a positive and significant increase in the success of IT projects when project managers adopt a transformational leadership style. From the table below, we can construct the regression equation to be:

$$Y= 0.48 + 0.68(TRF) + 0.15(TRC) + 0.054(LF) + \varepsilon$$

Table 12. Summary of regression result for leadership styles

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	.486	.200		2.434	.016		
TRF	.681	.066	.654	10.388	<.001	.513	1.950
TRC	.156	.049	.198	3.178	.002	.526	1.900
LF	.054	.048	.057	1.117	.266	.791	1.263

a. Dependent Variable: PS

Source: Own survey (2023)

The study conducted by Elroi (2021) concluded that transformational leadership style had the greatest influence on project success, with an unstandardized value of 0.712 and a low significance value (β =0.712 and p-value = 0.01). However, transactional leadership style had an insignificant effect on project success (β =0.098 and p-value = 0.315). The result also coincides with the findings of Idemudia (2022) that transformational leadership style is the most effective and successful in the project management setting as it is evident in the findings of this study that transformational leadership style best fosters project success compared to the others.

5. SUMMARY, CONCLUSION AND DISCUSSION

This chapter includes an overview of the findings, the study's conclusion, recommendations, and suggestions for further investigation. While the summary of the findings presents the investigation's key findings, the conclusion provides the inference from the relevant findings.

5.1. Summary of the Major Findings

The study sought to examine the perceived impact of leadership style on project success in the context of the IT projects undertaken by the Commercial Bank of Ethiopia. The success of projects was evaluated in relation to three major leadership styles: transformational, transactional, and laissez-faire. The study's findings indicated that the majority of respondents were male adults under the age of 41 with beginner to intermediate levels of experience.

From the descriptive statistics, we can deduce that most of the respondents strongly agree with the presence of a transformational leadership style with a mean value of 4.15 and nominal standard deviation. The result also showed the respondent's agreement with the presence of a transactional leadership style, with an aggregate mean of 3.33 and nominal standard deviation. However, with an overall mean of 2.42 and a nominal standard deviation, the results showed disagreement and a perception of neutrality about the prevalence of the laissez-faire leadership style. From the correlational analysis, the study findings showed that transformational leadership style ($r=0.813$, a p-value of <0.01) has a strong positive correlation with IT project success, followed by transactional leadership style ($r=0.63$, a p-value of <0.01). However, the relationship between laissez-faire leadership style with project success is more of a moderate positive correlation ($r=0.418$, p-value=<0.01).

From the regression analysis, the study depicts that transformational leadership style has the highest positive and significant effect on project success ($\beta=0.68$) as a 1-unit increase in transformational leadership style causes a 0.68 units increase in project success, suggesting that it is the best predictor among the independent variables. The study also found that transactional leadership style has a positive and significant effect on project success, as a one-unit increase in transactional leadership style causes a 0.156-unit increase in project success ($\beta=0.156$). Finally, the study found the laissez-faire leadership style to have the least effect on project success as a one-unit increase in laissez-faire leadership style resulted in a 0.054 increase in project success ($\beta=0.054$).

5.2. Conclusion

The study attempted to investigate the perceived impact of leadership style on project success, In the case of commercial Bank of Ethiopia IT projects. In addition, it seeks to advise the Commercial Bank of Ethiopia, the subject of the study, if a prevalent leadership style is observed to guide, IT projects to success. Accordingly, the study discovered that the bank's IT project managers displayed all three leadership styles under investigation.

The study also identified a significant correlation between leadership style and project success, with leadership styles predicting project success by 68.7%.

The study findings substantiate those of the reviewed empirical studies, demonstrating a strong positive correlation between transformational leadership and project success and a strong positive association between transactional leadership style and project success. However, the findings showed a moderate positive association between laissez-faire leadership style and project success. Furthermore, the regression analysis findings showed that, of the three leadership styles under investigation, the transformational leadership style best fosters the success of IT projects. This means that, at the bank, IT project managers who have adopted this particular style are more likely to succeed.

5.3. Recommendations

- The bank should consider modifying the policies and procedures used to manage IT projects from a leadership perspective, as the study's findings showed that leadership and leadership style has a significant and positive influence on the IT project success.
- The study's findings showed that leadership and leadership style is positively correlated with IT project success; as a result, soft skills like leadership and leadership style must be considered in the selection and requirement of project managers to promote the success of IT projects.
- According to the study's findings, the transformational leadership style has a strong, most significant impact on the success of IT projects. As a result, project managers need to recognize and employ the leadership style that best promotes IT project success.
- Since all three leadership types were proven to have a favorable impact on project success, the bank must offer training on the impact of leadership and leadership styles. The bank should organize a skill transfer program so that project managers who applies transformational leadership style can share their knowledge with other project managers.

5.4 Recommendations for Future Research

In contrast to the transactional leadership style and laissez-faire leadership style, the study's findings showed that the transformational leadership style has a significant and positive impact on the success of IT projects. The researcher examined only three leadership styles to narrow the scope of the research into how leadership styles affect IT project success. To understand the subject thoroughly, future research must incorporate other project stakeholders, do an in-depth assessment of the success factors for IT projects, and cover a variety of leadership styles.

References

1. Alem, Shumiye. (2019) The Effect of Project Manager's Leadership Style and Teamwork on Project Performance: the case of HELVETAS Swiss Intercooperation Ethiopia. Available at: http://etd.aau.edu.et/handle/123456789/19674 (Accessed: 10 April 2023).
2. Antonakis, J. (2012) 'Transformational and charismatic leadership' In D. V. Day & J. Antonakis (Eds.) The nature of leadership (2nd edn., pp. 256–288). Thousand Oaks, California: SAGE.
3. Anantatmula, V. S. (2010) 'Project Manager Leadership Role in Improving Project Performance', Engineering Management Journal, 22(1), pp. 13-22.
4. Anwar Khan, M., Ifitkhar Ali, M. and Umar, M. (2019) 'Impact of Leadership Styles on Project success: Evidence from Private Sector Firms of Construction Industry', GMJACS, 9(2), pp. 51-70. Available at: https://gmjacs.bahria.edu.pk/index.php/ojs/article/view/95 (Accessed: 11 April 2023).
5. Atkinson, R. (1999) 'Project management: cost, time and quality, two best guesses and a phenomenon, it's time to accept other success criteria', International Journal of Project Management 17, pp. 337-342.
6. Avolio, B. J. & Bass, B. M. (2004) Multifactor Leadership Questionnaire: Manual and Sampler Set. 3rd edn. Redwood City, CA: Mind Garden.
7. Bass, B. M. (1985) Leadership and Performance Beyond Expectation. New York: Free Press.
8. Bass, B. M., & Avolio, B. J. (1993) Transformational leadership: A response to critiques. In M. M. Chemers & R. Ayman (Eds.), Leadership theory and research: Perspectives and directions, pp. 49–80. San Diego, CA: Academic Press.
9. Bhandari, P. (2021) 'What Is Quantitative Research? | Definition, Uses & Methods', Scribbr. Available at: What Is Quantitative Research? | Definition, Uses & Methods (scribbr.com) (Accessed: 22 April 2023).
10. Birara, Elroi. (2021) The Role of Leadership Attributes of Project Managers for Project Success: The Case of Ethiopian Electric Power. Available at: http://etd.aau.edu.et/handle/123456789/29717 (Accessed: 10 April 2023).
11. Blaskovics, B. (2014) 'The Impact of Leadership Style on Project Success - The Case of Multinational Company', ResearchGate, 3(2), pp. 21-36. Doi: 10.17708/DRMJ.2014.v03n02a02.
12. Commercial Bank of Ethiopia (2021) Digital Banking. Available at: Commercial bank of Ethiopia home page - Commercial Bank Of Ethiopia (combanketh.et) (Accessed: 10 April 2023).
13. Commercial Bank of Ethiopia (2014) ANNUAL REPORT 2013/14. Addis Ababa: Goal Printing and Advertising Plc.
14. Cooke-Davies, T. (2002) 'The "real" success factors on projects', International Journal of Project Management, 20(3), pp. 185-190.

15. Doni, Henok. (2019) An Assessment of Top Management Support on Information System Project Success. Available at: http://etd.aau.edu.et/xmlui/handle/123456789/19755 (Accessed: 10 June 2023).

16. Field, A. (2009), Discovering statistics using SPSS. 3rd edn. London: SAGE Publication Ltd.

17. Foster, J. (2023) 'Cronbach's Alpha: Definition, Calculations & Example', Statistics By Jim. Available at: Cronbach's Alpha: Definition, Calculations & Example - Statistics By Jim. (Accessed: 22 April 2023).

18. Garson, D. (2012), Testing statistical assumptions, New York: Statistical Associates Publishing.

19. Geoghegan, L., and Dulewicz, V. (2008) 'Do project managers leadership competencies contribute to project success?' Project Management Journal, 39(4), pp. 58-67, Doi: http://doi.org/10.1002/pmj.20084.

20. George, D. and Mallery, P. (2019), IBM SPSS Statistics 26 Step by Step: A Simple Guide and Reference. 16th edn. New York: Routledge.

21. Hinton, P. (2014) SPSS Explained. 2nd edn. New York: Routledge.

22. Idemudia, E. (2022) 'A Study of the Impact of Different Styles of Leadership on Project Quality Performance: An Empirical Analysis', ResearchGate, 13(1), pp. 1-14, DOI: 10.4018/IJITPM.290424.

23. Jiang, J. (2014) 'The study of the relationship between leadership style and project success', American Journal of Trade and Policy, 1(1), pp. 51-55.

24. Joseph, G. (2012) '7 Reasons why IT Projects fail', Tech Channel. Available at: 2282810215004698.pdf (Accessed: 7 April 2023).

25. Judgev, K. and Muller, R. (2005) 'A Retrospective Look at Our Evolving Understanding of Project Success', Project Management Journal, 36(4), pp. 19-31. Available at: https://doi.org/10.1177/875697280503600403.

26. Kerzner, H. (2009) Project Management, A Systems Approach to Planning, Scheduling and controlling. 10th edn. New York: John Wiley & Sons.

27. Kuhnert, K. W. (1994) Transforming leadership: Developing people through delegation. In B. M. Bass & B. J. Avolio (Eds.), Improving organizational effective- ness through Transformational leadership, pp. 10–25. Thousand Oaks, CA: SAGE.

28. Kuhnert, K. W., & Lewis, P. (1987) 'Transactional and Transformational leadership: A constructive/developmental analysis', Academy of Management Review, 12(4), pp. 648-657.

29. Lategan, A. and Fore, A. (2015) 'The impact of Leadership Style on Project Success: Case of a Telecommunications Company', ResearchGate, 4(3), pp. 48-56. Doi: 10.22495/jgr_v4_i3_p4.

30. Mamo, Tsion. (2021) The Impact of Leadership Competencies on Project Success the Case of East Africa Bottling S.C. Available at: http://etd.aau.edu.et/handle/123456789/30172 (Accessed: 10 April 2023).

31. Merkus, J. and George, T. (2021) 'Explanatory Research | Definition, Guide, & Examples', Scribbr. Available at: Explanatory Research | Definition, Guide, & Examples (scribbr.com) (Accessed: 10 May 2023).

32. Middleton, F. (2019) 'Reliability vs. Validity in Research | Difference, Types and Examples', Scribbr. Available at: https://www.scribbr.com/methodology/reliability-vs-validity/ (Accessed: 22 April 2023).

33. Müller, R., and Turner, R. (2007) 'The influence of project managers on project success criteria and project success by type of project', European Management Journal, 25(4), PP. 298-309.

34. Musekura, R (2013) 'Leadership Style And Project Success In The Non-For-Profit Health Sector Organizations: A Case Study Of Selected Donor Funded Health Projects In Uganda', UMI. Available at: http://umispace.umi.ac.ug/handle/20.500.12305/578 (Accessed 7 April 2023).

35. Nixon, P., Harrington., M. and Parker D. (2012) 'Leadership performance is significant to project success or failure: a critical analysis', International Journal of Productivity and Performance Management, 61(2), pp. 204-216.

36. Osborn, J. and Walters, E. (2002) Multiple Regression Assumptions, ResearchGate, 8(8), pp. 4. Doi: https://doi.org/10.7275/r222-hv23.

37. Papke-Shields, K., Beise, C. and Quan (2010) 'Project management and its effects on project success: Cross-country and cross-industry comparisons', International Journal of Project Management. Available at: https://www.sciencedirect.com/science/article/abs/pii/S0263786315000733 (Accessed: 17 May 2023).

38. Peter, G. (2016) LEADERSHIP Theory and practice. 7th edn. California: SAGE.

39. Project Management Institute. (2004) A guide to the project management body of knowledge. 3rd edn. Pennsylvania: Project Management Institute.

40. Project Management Institute. (2013) A guide to the project management body of knowledge. 5th edn. Pennsylvania: Project Management Institute. Available at: https://repository.dinus.ac.id/docs/ajar/PMBOKGuide_5th_Ed.pdf (Accessed: 8 April 2023).

41. Project Management Institute. (2023) Pulse of the profession. Available at: https://techchannel.com/SMB/02/2012/7-reasons-it-projects-fail (Accessed: 8 April 2023).

42. Pucciarelli et al., (2009) Improving IT Project Outcomes by Systematically Managing and Hedging Risk, IDC Report.

43. Richard, L. (2008) The Leadership Experience. 4th edn. Mason: Thomson South-Western.

44. Robert, K. (2014) Effective Project management. 7th end. Indiana: John Wiley & Sons.

45. Sarjo, K. and Yahya, Y. (2014)' The Development of ICT Project Management Framework in Public Sector Using Business Process Management Approach Field: Project Management', ResearchGate, pp. 1-2. Available at: https://www.researchgate.net/publication/275242476_The_Development_of_ICT_Project_Management_Framework_in_Public_Sector_Using_Business_Process_Management_Approach_Field_Project_Management (Accessed: 3 April 2023).
46. Shenhar, A. and Dvir, D. (2007) Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. 1st edn. Boston: Harvard Business School Press.
47. Spreitzer, G. M. (2003) Leadership Development in the Virtual Workplace. In S.E. Murphy & R. E. Riggio (Eds.). The Future of Leadership Development. Mahwah, New Jersey: Lawrence Erlbaum Associates.
48. Terefe, Hana. (2019) Factors Affecting Humanitarian Logistics Coordination In Emergency Response, A Case In Selected Humanitarian Organizations In Food Aid. Available at: http://etd.aau.edu.et/handle/123456789/20035 (Accessed: 24 May 2023).
49. Turner, J. R., & Muller, R. (2005) 'The Project Manager's Leadership Style as a Success Factor on Projects: A Literature Review', Project Management Journal, 36(2), pp. 49-61.
50. Ukpai U. K. et al. (2013) 'Relationship between leadership style and project success among IT Professionals in Nigeria: Implications to Project Management', AENSI Journals, 7(12), pp.74-83.
51. Yang, L. R., Huang, C. F., & Wu, K. S. (2011) 'The association among project manager's leadership style, teamwork and project success', International Journal of Project Management, 29(3), pp. 258-267.

Annex I: List of IT projects that have been conducted by the bank in the past three years.

No.	Departments	Name of the projects
1	IS Applications Management & Customization	• OBIFS project • LIB Upgrade project • Branch Work Plan Upgrade project • FCY Allocation project • Non-financial Risk Management Upgrade project • Switch System project • Credit Reporting project • Risk loss and Operation Risk Upgrade project • Switch replacement and ATM Monitoring Upgrade project. • Mobile Money solution Upgrading
2	Infrastructure Management	• CBE LAN Upgrade project • VDI and HCI Implementation project • EXDATA Implementation project • EMT Tivoli monitoring project • Quantum DXI Implementation for backup project
3	IS Security	• ITIL Implementation project • PAM Upgrade project • NG screener project • ACI project • SIEM to SOAR upgrading project
4	Business Analysis & IS PMO	• IIB Upgrade Project • Infinity Project • T24 Upgrade Project • ERP (Enterprise Resource Planning) Project • VOI (Virtual Desktop Infrastructure) Project • PCI DSS Project • ATS Subsidiary Project • Credit Scoring Project • CBE Birr Upgrade Project • Tivoli IBM Project • Loyality Project

Source: From the organization

Annex II: Questionnaire

Addis Ababa University

School of Commerce

QUESTIONNAIRE

Hello! I am a postgraduate student studying Project Management at Addis Ababa University, School of Commerce. I am now undertaking research titled "Perceived Impact of Leadership Style on Project Success: The Case of Commercial Bank of Ethiopia IT Projects" to meet the partial requirement for the Master's Degree Program. You have been chosen as one of the respondents for this research. It would be greatly appreciated if you could spend a few minutes filling out this questionnaire, depending on how strongly you agree with the specified statements. I also want to emphasize that the research is completely anonymous and will only be used for academic purposes. The purpose of the research is to examine the perceived impact of leadership style on project success to facilitate the successful completion of projects at the Bank. If you wish to contact me or have any question regarding the questionnaire, please contact me through Email: kuleniabera471@gmail.com or my phone No. +251941378526.

Section A: General information

Please mark (√) appropriately on the answer you selected in the spaces provided.

1. Gender ☐ Male ☐ Female
2. Age (years) ☐22-30 ☐ 31-40 ☐ 41-50 ☐ Above 50
3. Level of education

   ☐ Diploma ☐ Degree ☐ Masters ☐ PhD
4. Years of experience in project work

   ☐ 0-1 ☐ 1-5 ☐ 5-10 ☐ 10-15 ☐ 15-above
5. Which department are you currently working on?

☐ Application ☐ Infrastructure ☐ Security ☐ PMO

Section B: Multifactor Leadership Questionnaire (MLQ)

For the above-mentioned project, please describe how you judge your project manager's leadership style in general, rather than about a specific situation. In doing so, think about only one project that you were involved in and indicate your response by putting a tick (√) in the number that describes best how you feel about the statement. **(Please rate each statement on a scale of 5 where, 1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree.**

No.	Transformational Leadership	1	2	3	4	5
1	The project manager makes others feel good to be around him.					
2	I have complete faith in my project manager.					
3	I am proud to be associated with the project manager.					
4	The project manager expresses in simple words what we could and should do.					
5	The project manager provides appealing images about what we can do.					
6	The project manager helps in finding meaning to my work.					
7	The project manager enables others to think about old problems in new ways.					
8	The project manager provides others new ways of looking at puzzling things.					
9	The project manager gets others to rethink ideas that they have never questioned before.					
10	The project manager helps others to develop themselves.					
11	The project manager lets others know how he/she thinks we are doing.					
12	The project manager gives personal attention to others who seem rejected.					
	Transactional Leadership					
13	The project manager tells others what to do if they want to be rewarded for their work.					
14	The project manager gives rewards/recognitions to others when they reach their goals.					
15	The project manager calls attention to others what they can get for what they accomplish.					

16	The project manager is always satisfied when others meet agreed upon standards.					
17	As long as things are working, the project manager does not try to change anything.					
18	The project manager tells us the standards we have to know to carry out work.					
19	The project manager believes employees need to be supervised closely. They are not likely to do their work.					
20	As a rule, the project manager believes that employees must be given rewards or punishments to motivate them to achieve organizational objectives.					
21	I feel insecure about my work and need direction.					
22	The project manager is the chief judge of the achievements of project team members.					
23	The project manager gives orders and clarifies procedures.					
24	The project manager believes that most project team members in the general population					
	Laissez-Faire Leadership					
25	In my complex situations, the project manager allows me to work my problems out in					
26	The project manager stays out of the way, as I do my work.					
27	As a rule, the project manager allows me to appraise my own work.					
28	The project manager gives me complete freedom to solve problems on my own.					
29	In most situations, I prefer little input from the project manager.					
30	In general, the project manager feels it is best to leave subordinates alone.					

Source: Adopted from Bass and Avolio (1992)

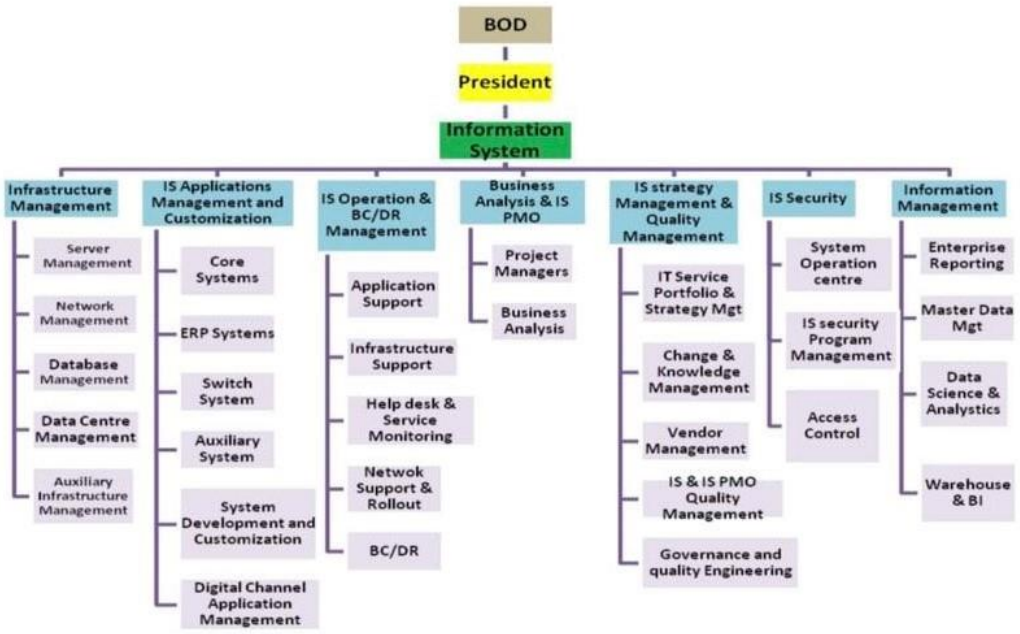
Section C: Perceived project success

For the above-mentioned project, please describe how you judge the success of the project by putting a tick (√) in the number that best describes how you feel about the statement. **(Please rate each statement on a scale of 5 where, 1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree.**

No.	Project Success Items	1	2	3	4	5
1	The project met its objectives					
2	The project was completed within budget					
3	The project was completed within schedule					
4	Project stakeholders were satisfied with the project outcome.					
5	The overall quality of the project outcome was high					

Source: Adopted from Alem S. (2019)

Annex III: Organizational structure for the IS unit



Source: From the organization