

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**The Role of Transformational leadership in project
success: The Case of Zemen Bank S.C Head Quarter
project**

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**A Project Paper Submitted to the School of Graduate Studies of
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Statement of Declaration

I, Natnael Alemu, have carried out independently a research work on the topic entitled —The role of Transformational leadership in project success: in Case of Zemen Bank S.C Head Quarter project in partial fulfillment of the requirement for the degree of masters of art in project management with the guidance and support of the research advisor Mengistu (PhD). This study is my own work that has not been submitted for any degree or master program in this or any other institutions.

Natnael Alemu

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Statement of Certification

This is to certify that Natnael Alemu, has carried out this research project on the topic entitled — The role of Transformational leadership in project success: in Case of Zemen Bank S.C Head Quarter project under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of degree of masters of art in project management.

Mengistu (PhD)

Signature _____

Date _____

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Abstract

It is identified that in the past decade, transformational leadership which has become a new paradigm of leadership has become a popular research subject. After the theory is introduced, different writers worked on it in different perspectives. Transformational leadership asserts mobilizing people to the common good through creating a safe place and making integration with ethics, morality and integrity. This paper aims to assess the role of leadership in project success in case of china wuyi construction zemen bank head quarter project. Data are gathered from the head office Managers & colleagues of china wuyi through formal interviews and questioners. A set of questionnaires was administered to 50 employees of China Wu Yi Co. Ltd. in Addis Ababa, of whom 48 were responded. Qualitative data analysis with the support of interviews and theoretical frameworks has been done. A set of questionnaires was administered to 50 project managers, executive directors and supervisors, program officers in Addis Ababa, of whom 48 were responded. Descriptive analysis was used to analyze the data that gathered through questionnaires. The data gathered through questionnaires planned to be fed into SPSS to make the data ready for processing through graphs, figures, tables and charts, i.e. a descriptive analysis was implemented. The most salient finding was that the role transformational leadership styles were related to project performance. Implication of the study was discussed, and some suggestions were made.

Keywords: transformational leadership style; China Wu Yi Co. Ltd. ; Zemen Bank

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CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Leadership is a dynamic process in which one individual influences others to contribute to achievement of the group goals. Cole (1996). Thus, leadership is a social influencing process in which the leader seeks active participation of the followers in the attainment of set goals. Within a project set up, it is recognized that the project manager must provide leadership in order to ensure effective planning, co-ordination and control of project activities through application of appropriate project management knowledge and systems. In addition to this project manager's role is recognized as a key determinant of performance (Pinto & Slevin, 1988).

Several studies (Keller, 1992; Keegan & Den Hartog, 2004; Higgs & Dulewicz, 2004) have theorized and tested the link between project manager's leadership style and project performance. For example, Keller (1992) found a link between project manager's transformational leadership style and project performance. In accordance with these, most common leadership styles that can be identify by (Müller & Turner, 2007; 2010): are Leadership based on trait (like confidence), Leadership based on behavior or style (empowerment), Leadership based on contingency, Leadership based on charisma or vision, Leadership based on emotional intelligence, Leadership based on competency (emotional competencies).

There have been good and bad leaders, rich and poor leaders in our world today and regardless of the vocational areas they serve they have several common characteristics. All are highly motivated persons who strive for high objectives of their followers and set high standard performance for themselves. They are curious, energetic and challenged by the unsolved problems surrounding them .And they eagerly assembled all their energies and resources to overcome barriers that block the achievement of their goal (Terry and Franklin, 1994).

Leadership is the ability of managers to influence subordinates to work with confidence and enthusiasm. If subordinates are only guided by rules and regulations enforced by managerial authority, they may work just enough to satisfy requirements for holding their jobs. It is the heart of the managerial function because it is involved with initiating action. The idea of leadership irrespective of different terms used as directing, actuating, supervising, ordering commanding etc. It is to put in to effect the decisions, plans and programs that have previously been worked out for achieving the goals of the group. Leadership is important and necessary for achieving individual

and group and organizational goals, managers, whether they are chief executive officers or first line supervisors influence attitudes and expectations that encourage or discourage performance secure or alienate employee commitment, reward or penalized achievement (Bantie workie, Deseret meles and yigermaw Adele Addis Ababa, 2004).

Within project management, researchers have studied the concept of leadership extensively (Berg & Karlsen, 2007; Dainty, Cheng & Moore, 2005; Gehring, 2007; Hyvari, 2006; Schmid & Adams, 2008; Muchungu, 2012). The researchers sought to highlight the importance of project leadership as a key aspect of project successes. Their findings suggested that more demanding market conditions required a stronger focus on leadership, knowledge and skills to ensure project success. They also believed that successful project outcomes would require an increased emphasis on the organizational and human aspects of project management.

Despite the plethora of research, project managers continue to face many challenges and problems concerning leadership, for example, leadership style, stress, uncertainty, motivation, learning and teamwork (Berg & Karlsen, 2007). Hauschildt et al. (2000) reported that the success of a project depended more on human factors, such as project leadership, top management support, and project team, rather than on technical factors. Muchungu, (2012) stated that Leadership affects corporate culture, project culture, project strategy, and project team commitment (Shore, 2005). It also affects business process reengineering, systems design and development, competency level, implementation and maintenance. Without appropriate leadership, the risk of project failure increases (Shore, 2005).

Although researchers in project management have identified leadership as critical to the success factors of projects (Finch, 2003; Zimmerer & Yasin, 1998), the topic of leadership in relation to project success has not been adequately studied. Determination of a successful project outcome is measured by the extent to which the project accomplished complex endeavors that met a specific set of objectives within the constraints of resources, time and performance objectives (Thilmany, 2004). Indications of successful project outcomes are the accomplishment of the specific objectives of the project as defined by the project stakeholders and are dependent on the combined efforts of project management and the project team (Johnson, 1999).

The project manager is responsible for leading the project team towards achieving the desired outcome of the project (Cleland, 2004; Kerzner, 2013). The role of project manager combines human and technological resources in a dynamic, temporary organization structured to deliver results that include social as well as technological aspects (Blackburn, 2002). Leadership in a

project environment requires the project manager to integrate and lead the work of the project team (Berg & Karlsen, 2007). Project management is not an isolated activity, but rather a team effort (Johnson, 1999). A team requires leadership in order to function effectively (Cathcart & Samovar, 1992).

1.2 Back ground of the Organization

Zemen Bank have inked a deal with a foreign construction company to erect its headquarters at the heart of Ethiopia's financial district, along Ras Abebe Aregay Street, at a cost of 1.23 billion Br. The signing was held at the Radisson Blu Hotel on August 19, 2016, by Tsegaye Tetmke, president of Zemen, and Cai Hailong, general manager of Wu Yi's branch in Ethiopia.

Amidst the shock, Zemen managed to award the construction contract to a Chinese company, China Wu Yi Ltd. The contractor has managed to win its first endeavor in the country, after snatching the bid from 15 companies – both local and foreign. On the continent, however, this is its second project, after its 2011 construction of a 26-storey building for the KCB bank in Kenya. Zemen's HQ project is a 32-storey building that will rest on 2,304sqm of land.

China Wu Yi Co., Ltd. (here in after referred to as "China Wu Yi") is a large scale state-controlled enterprise with capital, technology and management intensive, taking real estate industry as its foundation, investment and development as its focal point, and foreign-oriented economy as its leading factor. It is a corporation established and solely capital-raised by Fujian Construction Engineering Corporation. On July 15th, 1997, China Wu Yi was publicly listed on the Shenzhen Stock Exchange (Code Number: 000797). The business scope covers investment and development of real estate and property management in and out of China; domestic and international project contracting and investment, setting up the industry; capital operation and financing, Build-Operate-Transfer; high-tech development and cooperation; decorating and finishing; international trade, import and export of construction material and equipment; international economic technology and labor service cooperation, etc.

1.3 Statement of the Problem

Despite advances in project management methodologies many projects continue to fail for a number of reasons. One of the main causes of failure is the lack of effective leadership and / or the style of leadership applied by project managers (Berg & Karlsen, 2007).

Leadership seems to be getting increasingly important in the business world today and the construction industry is no exception in that regards (Clegg et al., 2011). Both the theory and the practice of leadership are getting more attention from various industries and the changing environment has influenced different approaches ((Berg & Karlsen, 2007).

The traditional view of leadership has, over the last five to ten years, developed from including mostly hard and easily measured skills, such as a budget or a time schedule, towards a softer, intangible approach, including improved communication or social relationships between different actors (Maylor, 2010).

The role of leadership as a determinant of organizational creativity and innovation has become more important with the increasing intricacy of work processes and competitive business environment Dess & Picken(2000).

Furthermore, with rapid technological change, organizations cannot afford to ignore the emphasis in striving for creativity and innovation. In fact, organizational creativity and innovation are more important than before. Competition, growth and leadership to remain successful in the industry. Jung, Bass, Avolio & Berson(2003); Tierney, Farmer & Graen(1999).

Organizational innovation has recently attracted greater attention and emphasis in service giving companies due to the need for new products and service to survive in competitive business environment. However, execution of innovative ideas at organizational level is dependent on various factors such as encouraging an innovative culture. Organizational leaders are a key source of influence on organizational culture. Among the leadership styles, it was found that transformational leadership showed positive impact on organizational innovation (Keller, 1992| Waldman & Atwater, 1994).

Most business organizations have faced problem of ignoring the effects of transformational leadership on organizational innovation after adopting the leadership style which expects a harmony relationship for achieving the organization's goal. Thus most of the time there is lack of understanding the effects of transformational leadership on organizational innovation. The absence of recognizing transformational leadership's effect on the organizational innovation imposes the leadership style adopting as well on the productivity of the employee performance in aiming the organizational innovation towards the strategy set at the beginning. Much of the literature about transformational leadership stresses that The role of leadership as a determinant of organizational

creativity and innovation has become more important with the increasing intricacy of work processes and competitive business environment (Dess & Picken, 2000)

The role of leadership is well investigated on the basis of its characteristics to address different organizational issue. Many leadership theories and leadership styles are presented by the scholars to handle and manage different organizational problems. Defining and discussing different characteristics of leadership authors also mention that some of these characteristic are more important which leadership should have to follow in order to achieve settled vision of the organization successfully, but the relationship between leadership style, leader's relationship with employees, and the competency of the leader to accomplish a task on a project success is not much investigated. So this study has assessed the role of leadership style and the leader competence to achieve project successfully.

Based on the above stated problem, the study was addressed the following questions;

- How is the leader's role connected to project performance on construction sites?
- What leadership competencies support the leader's role on construction sites' performance?
- To what extent does leadership style influence a success of a project?
- How does a leader-employee relation affect a project success in terms of time, cost, quality and scope?

1.4 Objectives of the Study

1.4.1. General Objective

The main objective of the research was to assess the role of leadership in project success in case of china wuyi construction zemen bank head quarter project.

1.4.2. Specific Objectives

- To assess leaders role connected to project performance on construction sites
- To assess the leadership competencies support the leader's role on construction sites.
- To identify the extent that the influence of leadership style on project success.
- To evaluate the effect of leader-employee relation in project success in terms of time, cost quality and scope.

1.5 Significance of the Study

The study findings will be useful to construction project managers, construction contracting firms, policy makers, researchers and other stakeholders. This study will provide important understanding of how leadership style and team commitment influence performance of projects in the construction sector.

Contractors will benefit by having knowledge before hand to be able to estimate risks they are likely to encounter whenever inappropriate leadership style is applied to their projects.

This study will also inform areas for further training for project managers to equip them with the most effective leadership skills.

Researchers will use this study at appropriate the leadership styles, the influence the have on team commitment and how the success of Zemen Bank Head Quarter project depend on both leadership style and team commitment of the project team by providing knowledge on the topic. This study will recommend areas of potential research that require further study, hence give an opportunity to researchers to fill gaps in the research.

It invites other researchers in order to develop comprehensive work in this area with a long period of time. And the research will get a good experience and help him to do good works in the future.

Finally, Based on the proposal of past literature and existing literature gap, the framework of this study is developed with the objective to seek empirical evidence on the role of transformational leadership. Hence, this research is perceived be a significant contribution to the literature wherein empirical evidence and findings can be created for academic and management inference purposes.

1.6 Scope of the study

The scope of the study was focus on the role of leadership for project success in china wuyi construction zemen bank S.Co head quarter. Even though the researcher would be happy to do the study in other areas like construction, building or other projects at all. The study will limited to the specified bank head quarter construction.

1.7 Limitation of the study

Different projects have unique implementing environments and hence the need to generalize the findings of this research with caution.

The major challenges and some of the constraints encountered in carrying out the research was frequent meetings at all levels that hampered to get respondents particularly for interview as scheduled. Because top level managers were in tight schedule.

Another limitation may be the inaccurate responses from some participants in the questionnaire and Interview. Finally, respondent bias may have been another limitation for the study. And there were unreturned questionnaires. Thus, the research is limited on the gathered information; out of 50 questionnaires which were distributed, 48 were able to be collected.

1.8 Organization of the study

The paper contains five chapters and organized as follows:

In the first chapter: -Introduction: the chapter will include the introduction part consisting of the background of the study, background of the china wuyi, statement of the problem; objectives of the research, significance of the study, limitation of the study and scope of the study.

In chapter two: -Literature Review: This chapter consists different literatures on definition of project, leadership, type of leadership , leadership qualities, the relationship between leadership and project success, theoretical framework of the study and empirical framework.

In the chapter three: -Research Methodology: Under this chapter the type and design of research, population and sampling techniques, source of data and collection method, methods of data analysis and validity and reliability of the instrument are included.

In Chapter four: -Analysis and Interpretation: This chapter summarizes the result/findings of the study and it also consist interpretation of the findings on the effectiveness of the training program in Zemen Bank

In Chapter five: -Summary: Conclusion and Recommendation: This chapter comprises the summary on the findings, conclusions that were draw from the research findings and recommendations to improve the effectiveness of the training program.

CHAPTER TWO: LITERATURE REVIEW

This section discusses on the existing studies which are relevant to this research and provides the basis of this study. Constituting a review of relevant past literatures on the topics of transformational leadership.

2.1 Theoretical Review of Literature

Several theories exist that explains the relationship between leadership style and project performance. These theories include visionary leadership theory, resource Based View (RBV) theory, contingency theory, stakeholder theory and agency theory. A summary of these theories and their implications to this study are discussed in the sections that follow.

2.2 Leadership theories

The literature on leadership is vast and this has resulted in several definitions. Cole (1996) defines leadership as a dynamic process in which one individual influences others to contribute to achievement of the group goals. Thus, leadership is a social influencing process in which the leader seeks active participation of the followers in the attainment of set goals. Within a project set up, it is recognized that the project manager must provide leadership in order to ensure effective planning, co-ordination and control of project activities through application of appropriate project management knowledge and systems. As noted by Muzio, (2007), 90-95 percent of project issues require soft skills such as leadership, management, teamwork, and communication. Similar sentiments have also been echoed by Hebert (2002) who found that only 10 percent of project manager's role entails application of technical knowledge while 90 percent involves soft skill issues such as leadership and management. Extant literature also recognizes that during their

interaction with followers, leaders exhibit a combination of traits, skills and behaviors which results in different leadership styles.

2.3 Leadership style

Hersey and Blanchard (1982) define leadership style as a consistent pattern of behavior that a leader uses when working with and through people. Over the past decades, there have been six schools of leadership theories namely the trait, behavioral, contingency, visionary, and emotional and competency school. Within the visionary school, there are transformational and transactional leadership styles which were first articulated by Burns (1978) and later developed further by Bass (1985, 1990, 1994). Pieterse, (2010) defines transformational leadership as an approach to leading that changes followers, making them to look beyond self-interest in favor of the group's objectives by modifying their morale, ideas and values. Thus, in transformational leadership style, leaders define and articulate need for change, create new vision, mobilize commitment and inspire followers to deliver extraordinary results. Transactional leadership style, on the other hand, is based on rewarding followers for meeting performance targets and punishing them when they fail (Bass, 1990). While leadership and leadership styles have been identified as critical factors in organization performance, no consensus has been reached in the area of project performance (Kissi, 2012)

Table2- 1 Roles and leadership styles for project leaders

Leaders	Project phases			
	Initiation	Planning	executing	Closing
Executive sponsor's primary role	Reflect his/her vision on project charter, sells projects to other organizational leaders to get by in.	Coaches project managers and team in the planning effort	Holds the team accountable for the result. Makes the project related decision.	Make sure the project finishes strong. Reward team for successful delivery
Executive sponsor's leadership behavior	Transformational leadership style	Transformational and situational leadership style	Situational and transactional leadership style	Transactional leadership style
Project manager primary role	Not existing	Translate project charter into project plan. Helps team to	Drives project execution. Encourages information flow	Make sure that deliverables meet stakeholder's expectation and

		define ground rules for team communication	and team work. Make	get formally approved
Project manager leadership behavior	Not existing	Participative and situational leadership style	Situational leadership style	Transactional leadership style

Source: koppensteiner S, 2008

2.3.1 Behavioral leadership

The leader efforts focus on the more tangible measures for the team to achieve its goals such as work quality, quantity and efficiency. Group Maintenance Behaviors – The actions of the leader focuses on maintaining group cohesiveness, collaboration, team work and social stability. Participation and Decision Making – In this approach Leader can choose to make a decision autocratically or democratically. As a project manager the concepts of behavioral leadership are key in managing aspects of every project from determining how decisions will be made to the level of involvement the project manager chooses to have with the project staff.

In most cases, decision making is made very autocratically, as the project manager is working with urgent deadlines and most often with extremely inflexible budgets. However the nature of the project can also determine whether decision making would be more democratic and allow project staff to contribute in the decision making process. Laissez-faire is rarely applicable in project management as this approach would constitute a bottom up approach where decision making is left up to the project staff. The most effective approach would vary on the nature of the project as well as the working environment for the project manager and project staff. A military project would require a project management style with high levels of structure as well as decision making with a top down approach and very rigid levels of communication. Whereas current Information Technology companies such as Google and Apple may choose to direct its projects in a democratic or laissez-faire leadership approach.

2.3.2 Visionary leadership

One highly important element that every leader must have is the characteristic of having a vision. Without the ability to have a vision, the leader has no concept of direction and is unable to strategize. A visionary leader has the capacity to see beyond the horizon and limitations of the environment and foresees the challenges, opportunities and is able to prepare his/her staff to

overcome difficulties and ultimately succeed. Having a clear concept of his/her vision, formulating an effective plan of action or a mission and motivating his/her team to reach the desired outcome. As Turner and Muller (2005) explained back during the 1980s and 1990s, the visionary school became well known and evolved from the study of successful business leaders leading their organizations through change. Bass and Avolio (1990) identified two types of leadership, transactional and transformational

2.3.3 Transformational leaders

The leaders inspire subordinates to do beyond expected by instilling pride, communicating personal respect, facilitating creative thinking, and providing inspiration (Bass, 1985). Burns (1978) also identified it as the father of transformational theory of leadership, viewed transformational leadership as a requirement to achieve and successfully manage change amidst constantly changing world conditions. His model of transformational leadership refers to a transformation in the assumptions and thoughts of followers while creating a commitment for the strategies, objectives and mission of the firm, company or corporation.

Transformational Leadership is significantly applicable to the functions of project management as it is a must have leadership trait that emphasizes positive change. The primary objective for a project manager is to plan, organize, coordinate, implement and most importantly create a tangible or intangible valuable asset. As a project manager with transformational leadership traits one must be capable of envisioning the future and anticipating variations in the project and the environment. A transformational project leader is capable of leading a team to success by transcending in any environment and excelling in any type of project. As a transformational leader, trust is a key factor with project staff as the success of the project is highly dependent on the contributions and sense of ownership from each team member. In order to lead as a transformational leader, project managers ought to be charismatic, able to lead by example and most importantly add intangible value to the success of the project. Create a sense of ownership, respect, moral value and aspiration to the work in the project and add a sense of personal dedication and personal commitment to the successful completion of the project. A transformational project leader molds change in a direction that best suits the project and creates a masterpiece that other project leader may have envision as unachievable.

Transactional leadership takes on a different approach than transformational leaders as it focuses on tangible rewards and more of an autocratic role in managing projects. Within the context of

transactional leadership, management of projects would be very structured with very little delegation and flexibility. The objective of this type of leadership is to maintain control and power at the top with very little distribution of power to other levels. It focuses on maximizing profits for the project with very little personal growth for the individual and concentrates on efficiencies at the expense of human values, principles and morals. Transactional leadership in project management would disregard the emotional element of fulfilling one's potential in order to achieve something of value and something greater than oneself. However in order to make transactional an effective tool in Project Management, project managers must understand specifically what his/her staff value in terms of rewards and present the proper incentives to motivate them. Recognizing the efforts of each individual in a timely manner is extremely critical in this conventional approach of leadership as it's based heavily on a reward system. Turner and Muller (2005) highlighted that in a project management context, Keegan and Hartog (2004) documented that a project manager's leadership style needs to be more transformational than transactional, but found no significant link. Leadership in general and transformational and transactional styles of leadership particularly has been highlighted as an important individual factor exerting significant influence on performance in organizations directly or indirectly through other intervening variables such as culture and climate (Kissi, Dainty and Liu, 2012a).

2.3.4 Transactional

James Mac Gregor Burns writing in his book *Leadership* was the first to put forward the concept of —transforming leadership. To Burns transforming leadership —is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. Burns went on to also further define it by suggesting that: —[Transforming leadership] occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality...]

Burns draws upon the humanistic psychology movement in his writing upon *transforming leadership* 'by proposing that the transforming leader shapes, alters, and elevates the motives, values and goals of followers achieving significant change in the process. He proposed that there is a special power entailed in transforming leadership with leader's —armed with principles [that] may ultimately transform both leaders and followers into persons who jointly adhere to modal values and end-values. Burns sees the power of transforming leadership as more noble and different from charismatic leadership, which he terms *heroic leadership*, and executive or

business leadership. Despite this it is surprising that most of the application of Burns' work has been in these two types of leadership.

Bernard Bass developed Burns' concept of transforming leadership in 'Leadership and Performance Beyond Expectations' into 'transformational leadership' where the leader transforms followers – the direction of influence to Bass is thus one-way, unlike Burns' who sees it as potentially a two-way process. Bass, however, deals with the transformational style of executive leadership that incorporates social change, a facet missing from Burns' work. For Bass transformational leaders 'may:

- expand a follower's portfolio of needs
- transform a follower's self-interest
- increase the confidence of followers
- elevate followers' expectations
- heighten the value of the leader's intended outcomes for the follower
- encourage behavioral change
- Motivate others to higher levels of personal achievement (Maslow's 'self actualization').

Bass writing with a research colleague Avolio suggested that —Transformational leadership is closer to the prototype of leadership that people have in mind when they describe their ideal leader, and it is more likely to provide a role model with which subordinates want to identify.

Transactional leadership has been the traditional model of leadership with its roots from an organizational or business perspective in the 'bottom line'. Stephen Covey writing in 'Principle Centered Leadership' suggests that transformational leadership —... focuses on the 'top line' and offers contrast between the two (a selection being).

Table 2- 2 Comparison of Transactional and Transformational Leadership

Transactional Leadership	Transformational Leadership
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• Builds on man's need to get a job done and make a living • Is preoccupied with power and position, politics and perks • Is mired in daily affairs • Is short-term and hard data orientated • Focuses on tactical issues • Relies on human relations to lubricate human interactions • Follows and fulfills role expectations by striving to work effectively within current systems • Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short-term profits	• Builds on a man's need for meaning • Is preoccupied with purposes and values, morals, and ethics • Transcends daily affairs • Is orientated toward long-term goals without compromising human values and principles • Focuses more on missions and strategies • Releases human potential – identifying and developing new talent • Designs and redesigns jobs to make them meaningful and challenging • Aligns internal structures and systems to reinforce overarching values and goals
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Source: (Covey, 1992)

In order to understand transformational leadership, we must differentiate it from transactional leadership. Burns (as cited in Emery and Barker, 2007) stated that transactional leadership is a leadership style that based on bureaucratic authority, legitimacy, work standards and assignments task oriented within the organization. Also, he suggests that transactional leaders tend to focus on exchange process where the leaders administer rewards and punishments. This mean that the leader and follower agree, explicitly or implicitly, that desired follower behaviors will be rewarded, while undesirable behaviors will result in punishment. Therefore, transactional leadership essentially involves cost benefit economic exchange with followers (Bass, 1985a). On the other hand, the next leadership style is thought to achieve remarkable levels of performance from followers. This is called transformational leadership style. It engages followers by appealing to their upper level needs (e.g. self-actualization) and ideals that yield higher levels of follower satisfaction, performance, and organizational commitment in individuals.

2.3.5 Contingency leadership

Turner and Muller (2005) noted in their research that at first sight, it might appear that the competence school signals a return to the trait school. However, in reality, the competence school encompasses a full range of the earlier schools. Competence can be defined as knowledge, skills, and personal characteristics that deliver superior results.

Turner and Muller (2005) explained that cognitive competencies were broken down into intellectual (intelligence and problem-solving abilities) and managerial (knowledge and skills of management functions). Emotional, behavioral and motivational were combined into one. Elsewhere, Turner and Muller (2005) documented that Dulewicz and Higgs (2005) show that intellectual competence (IQ) accounts for 27% of leadership performance, managerial competence (MQ) accounts for 16%, and emotional competence (EQ) accounts for 36%. Emotional competence is therefore the most significant, but so are the other two as well. Furthermore Turner and Muller (2005) claimed that different combinations of competencies can lead to different styles of leadership, appropriate in different circumstances, producing transactional leaders in situations of low complexity and transformational leaders in situations of high complexity. In addition, competencies can be technical or intellectual in nature. Although intellectual competencies tend to be more critical as technical competencies are more likely to be learned in a shorter time period.

The theory of competency leadership style focuses on the leader's competencies and highlights the concepts of find a balancing point between skills of intellectual, managerial and emotional nature. As a project manager it is important to identify the competencies in each group and apply these skills in the working environment as it can lead to better management of the project factors.

2.3.6 Fiedler's Contingency Theory

This theory was developed by Fiedler and postulates that the performance of groups is dependent on the interaction between leadership style and situational favorableness^{ll}. Fiedler recommends three major important variables which determined whether in a particular situation is favorable to the leaders.

1. Leader-member relation – the degree of confidence, trust, respect the follower in the leader, in other word the leader's personal relations with the followers.
2. Task structure – the level of the structure in the tasks the followers are involved to solve.
3. Position power – the authority power that the inbuilt to the leader position.

Fiedler rated managers as to whether they were relationship oriented or task oriented, as follow: i. Task-oriented leaders tend to do better in group situations that are either very good or unfavorable. ii. Relationship-oriented managers, on the other hand, do better in all others situations, that are intermediate in favorableness.

2.3.7 Situational leadership

Situational leadership is comprised of a supportive and a directive dimension, each applied as required in given. The situational leadership model claims that there is no magical formula in influencing people and that there is no unique leadership style in effectively leading people. The style to be adopted depends on the readiness level of the people that the leader is attempting to influence (Hersey & Blanchard, 1988). In drawing an analysis within the context of project management and situational leadership theory, project managers should make an initial assessment of the situation at hand and match his/her leadership behaviors to engage in the most effective managerial approach. By altering his/her supervisory approach the project manager is seeking out to generate utmost performance from each project worker. Project managers are constantly changing working environments, working on different project and interacting with new and former internal and external stakeholders. As a result project managers should be able to adapt their managerial skills to support the traits of their subordinates and supervisors that achieve best results. Leaders should be flexible in their mindset and be able to mold their management style so that best results are attained from those individuals that require little supervision as well as those that must be constantly supervised.

2.4. Project performance

How do we measure the performance of a project? All projects are expected to have specific objectives; that is, an end result, which costs so much and should be completed within a certain time-frame. Therefore, projects which achieve cost, schedule and quality objectives are successful. Those that do not are failures. Success or failure is a simple measure of performance.

A report from World Bank revealed that the development initiatives for developing countries were conceived as failure in spite of approximately USD 40 billion was poured into each year. This was considered more in the case of sub-Saharan Africa where Ethiopia belongs. That is 54 % of

projects sponsored by the WB (1979-'83) were considered failures by the bank itself. In order to improve performance of projects, tracking them from its birth to its end is always a necessity. Therefore, determining project performances become one of the major tasks in the project management system. Above all these, the performance of nongovernmental organization projects has an extensive effect on the economic wellbeing of developing countries. Project performances have therefore developed its measurement and evaluation overtime and so far two major approaches were developed with regard to completion time and cost performances.

For the implementation of an effective cost control mechanism on projects the second approach, which is the Earned Value Concept (EVC), is of great value in today's complex projects. The EVC is a development of the Cost/Schedule Control System (C/SCS) towards full integration of cost and time. When this approach is combined with forecasting, the project manager has the best of both worlds; the performance measuring mechanism should periodically (weekly, monthly, etc.) assess progress and costs in comparable units against a baseline. It is essential for effective project control that performance is measured while there is still time to make corrective action. These are variance or Deviation Analysis based on direct differences or Earned value Analysis or Earned Value Concept (EVC).

EVC is quantifiable by means of three basic indicators. They are: the Actual Cost for Work Performed (ACWP), the Budgeted Cost for Work Performed (BCWP), and the Budgeted Cost for Work Scheduled. (BCWS). All other Performance Measurement System (PMS) indices are derived from these three:

- BCWS represent where the project manager planned to be by a certain date; it is the sum of the budgets for the scheduled work packages. BCWS is similar to a time phased budget plan or spend plan. However, it is directly related to the manner in which the work is to be performed rather than how the money is to be spent. BCWS is the indicator of planned progress. BCWS becomes meaning full when the budgets are relatable to the work scope WBS elements. The sum of distributed budgets, undistributed budgets, and management reserve should be equal the negotiated contract plus the estimated cost for authorized work.
- ACWP represents the costs actually incurred and applied or distributed in accomplishing the work performed within a given time period. It is a familiar indicator to all, they are which makes or breaks all projects. ACWP, when interacted with other PMS parameters, serves as a reference point for the earned value data elements relationships.

- BCWP is the earned value. BCWP signifies the value of completed work. As such, it reflects the progress made along the contract plan. BCWP; is derived by determining the budget for all completed works including the completed portions of in-progress work. In contrast to the traditional measurement of actual costs against the budget, the earned value is the performance indicator of both cost and schedule. The reason for this dual characteristic is that the budget plan is firmly tied to specific increments of work, called elements of the project Work Break down Structure (WBS), rather than to expenditures of funds.

Based on extant literature (Othman, et al., 2006; Dissanayaka & Kumaraswamy, 1999; Kaka and Price, 1991), schedule Performance Index (SPI) and Cost Performance Index (CPI) were computed for each of the project in which complete data was available as follows:

For performance measurement purposes, a unique set of earned value data elements is generated from the three basic indicators, i.e. ACWP, BCWP, and BCWS.

- ✓ Cost Variance (CV) = $BCWP - ACWP$
- ✓ Schedule Variance (SV) = $BCWP - BCWS$
- ✓ Cost Performance Index (CPI) = $BCWP / ACWP$ or (actual contract cost /budgeted contract cost)
- ✓ Schedule Performance Index (SPI) = $BCWP / BCWS$ or (actual contract duration/projected contract duration)
- ✓ Estimate to Completion (ETC) = $(BAC - BCWP) / CPI$
- ✓ Estimate at Completion (EAC) = $ACWP + ETC$

The computed TPI shows the efficiency in which project activities were undertaken, with index less than one indicating completion of the project before the planned project duration; index equal to one indicating completion of the project on time and index being greater than one indicating the project had a time over-run (project taking a longer duration than planned). On the other hand, CPI indicates the efficiency in which resources were utilized within the project with index less than one indicating completion of the project at a cost lower than budgeted; index equal to one indicating completion of the project within the budgeted cost, and index being greater than one indicating the project had a cost over-run (project cost being greater that the budget). An Overall Performance

Index (OPI) was also computed as an average of time performance index and cost performance index.

Cost overruns occur when —the final cost of the project exceeds the initial estimate or budget. Nevertheless, the estimate or initial budget is constantly changing during the execution of the project. For this reason, it is important to be careful with the budget that is going to be taken into account to calculate the overrun of the project.

2.5 Factors that affect project performance

Chan and Kumaraswamy (1997) stated that a number of unexpected problems and changes from original design arise during the construction phase, leading to problems in cost and time performance. It is found that poor site management, unforeseen ground conditions and low speed of decision making involving all project teams are the three most significant factors causing delays and problems of time performance in local building works. It was also remarked that project complexity, client type, experience of team and communication are highly correlated with the time performance; whilst project complexity, clients and contractor characteristics are highly correlated with the cost performance.

2.6 Project leadership

The real need for a project leader stems from the fact that for a project to deliver the agreed upon performance, the project manager needs to get the best out of his/her team members. This is where project leadership really separates itself from the project management as it focuses a lot more on the how to do this, rather than just mentioning why it is important as the case was with the project management literature. The project leadership literature, as the name suggests, pays a lot more attention to leadership in projects than the project management literature. They do this because leadership is an integral part of projects according to the theorists (Jessen, 1992; Müller & Turner, 2010), whereas project management literature on the other hand considers it a supplement, as seen also in the small amount of space used on leadership in the literature (Müller & Turner, 2010). However, for the most part, the literature on project leadership does not differ significantly from the project management literature in the way they define leadership.

Leadership is considered a critical success factor for projects (Thite, 1999), and it is argued that there is a greater need for leadership rather than management (Day, 1998). Additionally, not all

project teams are the same, and they have varying consequences for leader behavior and effectiveness (Keegan & Den Hartog, 2004).

2.7 Project cost over run

Cost overrun is the amount by which actual costs exceed the baseline or approved costs. For the purpose of this research cost overrun is defined as the positive difference between the final or actual cost of a construction project at completion and the contract amount agreed by the client and the contractor during signing of the contract.

2.8 Causes of cost overrun

Cost overrun occurs when the final cost or expenditure of the project exceeds the original estimation cost, for instance; Inflation of Project Costs Harrison (1981), Insufficient Fund:- Long (2008), Additional work at owner's request, adjustment of prime cost and provisional sums.

2.9 Time overruns

Inability to complete a project either by the original planned time or budget, or both, ultimately results in project delay. The social and economic costs of delay can be amazingly high and to a certain extent cannot be absorbed by the industry. When a delay can no longer be absorbed by the client, it will result in the project being abandoned. Thus, it is important to predict and identify problems in the early stages of construction and diagnose the main causes and implement the most appropriate and economical solutions to prevent further negative impacts of delay.

2.10 Causes of time over run

Odeh and Battaineh (2002) found that contractors and consultants agreed that owner interference, inadequate contractor experience, financing and payments, labor productivity, slow decision making, improper planning, and subcontractors are among the top ten most important factors of construction delay in Jordan.

2.11 Implication of Time and Cost Overrun

Time and cost overrun have an implication and affection to the construction project performance and to the client or project owner. Although affected by many internal and external factors, construction time and cost is considered a good and measurable indicator of project performance.

However, low cost and speedy project are not always the main concern of clients today; instead time and cost certainty are becoming increasingly important and it is one of the most important contractor performance criteria for clients' satisfaction.

Client long term interest to the performance of contractor is in the work performed. It must conform to the specifications established for the project. Low cost and speedy construction should be achieved because it has significant implication to the client's interest about the way of contractor work in the project performance

2.12 Measures to Control Construction Cost

There are some measures which are found from the researchers' study to control the construction costs or to overcome the problems of cost overruns. The researchers have their own opinion on how to solve the problems according to (kuliba, 2009) Proper Project Costing and Financing, Competent Personnel, realistic cost estimation has been taken to overcome cost related problems in project areas. Peeters and Madauss (2008) also found out some approach to avoid cost overruns. Such as, risk management during project execution and appropriate contractual framework are essential in any project phases. In any development project, there must be contain certain amount of risks. Therefore, a risk management function needed to be performed by project manager to determine and reduce the risks of the particular project. The aim of risk management is to minimize any risk that might result failure to meet the project requirements. The author has supported that once the objective of cost has been estimated, it is followed by choosing an appropriate contract model where there are techniques to make a relationship between the initial estimate and final price.

2.13 Delay mitigation measures

It is important to improve the estimated activity duration according to the actual skill levels, unexpected events, efficiency of work time, and mistakes and misunderstandings. Mitigation efforts are necessary to minimize losses and this can be achieved by many procedures such as protection of uncompleted work, timely and reasonable re-procurement, and timely changing or cancellation of purchase orders. It is important to predict and identify the problems in the early stages of construction and diagnose the cause to find and implement the most appropriate and economical solutions (It was indicated from the survey findings derived from different levels of management that the major causes of delay are due to financial problems followed by manpower

shortage and changes in the project requirements. All parties involved in the project also agreed that delay occurs mostly during the construction phase. Therefore, in resolving those problems, the units of analysis suggested to increase the construction productivity, followed by increase the expertise and skill of human resources, and conducted site meetings more frequently. A strategic view of solving delay problems should consider the importance of the management aspects, the effects of knowledge and information flow between the organization levels, and the importance of top management contribution in solving the problems.

2.14 The Project Manager's Role

One of the mistakes development organizations make is appointing a project manager only for the depth of her/his technical skills. It is not unusual to find a good engineer being promoted to project manager just for her technical competence. While it is true that one must have a good understanding of the technical aspects of the project, the principal areas of competence that are required in the management competence areas and these include communicating; planning, negotiating, coaching, decision-making, and leadership. These skills are often overlooked at the time of hiring or appointing a project manager; and they are supplemented by the functional support provided by the organizations back-office operations, such as accounting, human resource and logistics.

Another common mistake is the poor definition of the role of the project manager, usually the job descriptions are too vague and put too much emphasis on the technical competencies required for the job, organizations make the mistake to assign the project manager the tasks and activities designed for the project, this may be true for certain small projects but for most of them the role of the project manager is one of integrator, communicator, and facilitator.

The project manager is the ultimate person accountable for the project she/he is the one whose job is to make sure the project is done, and would be the principal contact person for the donor, beneficiaries and the key stakeholders. As responsible for the project she needs to make key decisions regarding the management of the resources available to the project, and to do that the organization's senior management needs to appoint the project manager, and give her the appropriate level of responsibility and authority for project direction and control. A Project Manager is also accountable to the Program Manager or Organization Director, depending on the size of the organization; and is accountable to the beneficiaries for delivering the project as planned. The Project Manager has the delegated authority to commit

It is evident from the literature that people-related issues dominate the project performance. Kerzner (2006), a well-known researcher of project management discipline, stated that projects fail to meet time and cost targets due to people-related issues, such as poor morale, poor human relations, poor productivity, and lack of commitment. In addition to working across functional and organizational environments—traditionally designed to support functional managers—the project manager has other challenges, such as providing leadership without documented formal authority and working in matrix organizations where unity of command is an issue (Cleland, 2002). Consequently, project managers are perceived to be leading a diverse set of people with little direct control (Cleland & Ireland, 2002).

2.15 Influence of Leadership Styles on project performance

Leadership is identified as an important subject in the field of project management. The various leadership styles have different impacts on the project performance. The component of leadership is the one with the most dynamic effects during individual and organizational interaction. In other words, the ability of management to execute planned objectives depends on leadership capability.

Understanding the influence of leadership styles on implementation is also important because leadership styles are viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Lado, Boyd and Wright, 1992). For instance, transactional leadership helps organizations achieve their current objectives more efficiently ensuring proper strategy implementation (Zhu, Chew and Spengler, 2005).

2.16 Performance of construction projects

According to Bolden et al. (2011) the systems that leaders work within constrain them, both in regards to success and failure. In the construction industry, projects are the dominant way of working and therefore the constraint for leaders within the sector. It is very important to keep in mind that project success is by no means a fixed target but is constantly changing and evolving (Müller and Turner, 2010). Anantatmula (2010), on the other hand, developed a list of common factors of successful projects that included "creating clarity in communication", "defining roles and responsibilities", "communicating expectations", "employing consistent processes", "facilitating support", "establishing trust" and "managing outcomes" (p. 15).

Further analysis of the different factors concluded that defining roles and responsibilities was the most important priority of a leader/project manager (Anantatmula, 2010). This is supported by Jugdev and Müller (2005) which claim that a leader should determine the success factors early on in a project, as well as keeping the main stakeholders well informed during the process. Another aspect of project success is being aware of the fact that project management success and project success are two separate entities which needs to be taken into account when success is measured within a project (Cooke-Davies, 2002).

Cooke- Davies (2002) also stated that project success is more difficult to achieve than project management success, since project success is affected by change of goals and used methods. Geoghegan and Dulewicz (2008) indicate that project success is very dependent on, among others, the satisfaction of the stakeholders. To be able to provide efficient leadership in a project, Gharehbaghi and McManus (2003) state that a construction leader must possess certain skills. These skills include effective communication, teaching and planning, knowledge of resources, understanding of the characteristics and the needs of the position, as well as setting an example and sharing leadership. To be a successful manager in a construction project, one must also be able to utilize efficient leadership processes in every construction project phase, from the pre-construction stage throughout the end of the project (Gharehbaghi and McManus, 2003). Khan et al. (2015) state that transformational leaders in projects are imperative factors when it comes to project success. Müller and Turner (2007) recognize this as well by concurring that certain leadership methods lead to improved performance, but state that in the last twenty years the understanding of project success has changed and transformational leadership will be best suited to deal with the future challenges. Yang et al. (2011) supported this statement by claiming that the type of a project plays a part in its success.

2.17 Characteristics of effective leadership

1. Leaders need to be self-aware of how their actions are perceived by those they manage (Moment, 2007). Employees will sometimes mirror the behavior of managers.
2. Leaders must have enthusiasm for their work so that it spreads to those whom they supervise. That involves leaders believing in the company in which they work. The ability to inspire loyalty & build relationship is a key component of leadership (Newcomb, 2005, p.35).
3. Strategic planning is crucial to guide leadership (choen, 2008). Leaders must make clear & specific goals & objectives, be able to communicate those, & make sure that the goals are

measurable.

4. Effective leadership must establish a culture of accountability" leaders need to be held accountable to the outcomes, & the employees must be accountable for their actions", (Newcomb, 2005, p.36).
5. Leaders also need to know how to handle & address failure. Failure can be a learning experience and should not necessarily be punished. Also by punishing failure, employees may be more reluctant to suggest innovative ideas for fear of failure.
6. Leaders must organize & manage employees. While innovation requires the organized efforts of others to work (Hesselbeini, Goldsmith, & Somerville, 2002).
7. Leaders need to be able to adapt to "shifting circumstances" & cope with those changes (moment, 2007). "Every organization needs leaders who can change as fast as market conditions do" (Newcomb, 2005, p.34). Business needs can change rapidly & employees look to their leaders to guide them through changes. Uncertainty in leaders can lead to a lack of faith by employees.
8. Leaders are important for promoting ethical standards & for modeling ethical behavior & promoting it to employees (Stan bury 2009).
9. Employees should be treated equally. Managers should not ignore exemplary or poor behavior. Rather effective leaders should re enforce good behavior & negatively re enforce bad behavior, and should avoid making blanket statements.

2.18 Nature of leadership

Leading is the process of influencing others to act to accomplish specified objectives. A precise and comprehensive definition of the leadership is that formulated by Tannin Baum, Wechsler and Masaryk. Who state that it consists of interpersonal influence, toward the attainment of specified goal? They point out that leadership always involves attempts by a person (leader) to affect or influence the behavior of a follower in a situation. An effective leader gets other followers to act. He may push them to action by any of numerous devices, persuasion, influence, power, threat, force and appeal to legitimate right.

The person who either is presume to be in a leadership position must transmit his feelings and exhortations to his followers by the process we call communication. Communication involves both

the sending of messages and understanding by the receiver. The successful leader is the one who can appeal to his constituents in a meaningful way, he talks their language.

Among the objectives the leader seeks to have the group accomplish may be those of the large organization, as when a foreman exhorts his workers to increase production to meet the schedule set by the top management the leader also in an agent of the lead. He seeks to satisfy the needs of his followers. Thus foremen may go to bat for his men to obtain higher pay classifications for them because both he and they honestly believe that higher pay rates are justified. It should be emphasized that the leader of a group in a formal organization has the dual objective of representing the interest of his group to higher management and of getting his subordinates to work for the goals of the corporation as a whole. The problem of the leadership is further complicated by the fact that individuals within his group his group of followers may (and usually do) possess varied conflicting goals. These may not always be compatible with objectives of the total organization or of the immediate group. Followership is intimately related to leadership. An attempted leadership is only effective in so far as he is able to cause others to respond favorably to his intimation of action.

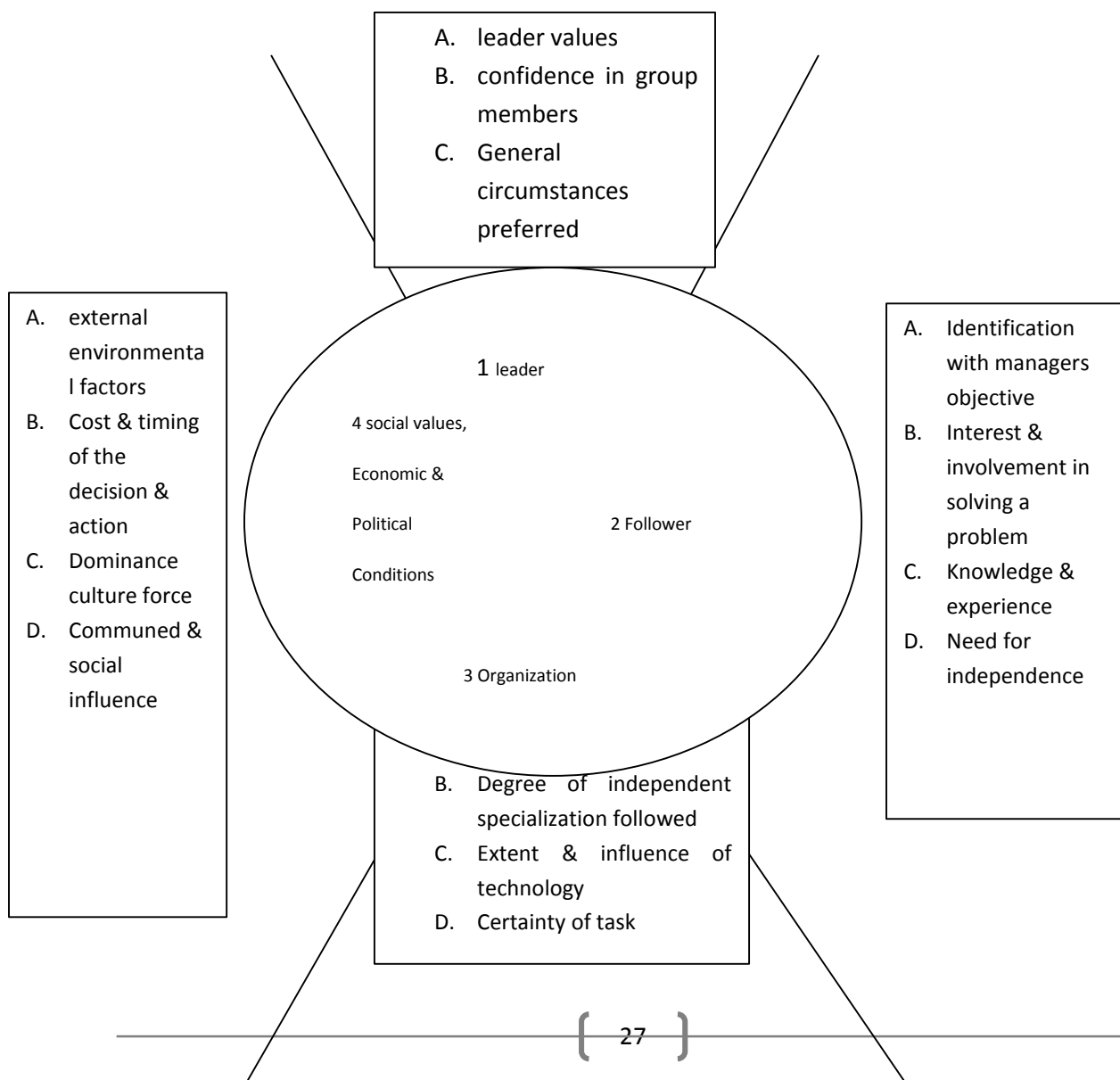
In fact, the way in which subordinate reacts to his boss directives affect the letters manner of leading. A supervisor may learn from experience that it is unwise to assign John and Henry to work as partners on maintenance repair job because John has previously said that he will not work with Henry. Of course, the supervisor could threaten to discharge John unless he works with Henry. But he knows that forcing the two men to work together is folly because their incompatibility prevents effective work cooperation.

Quite often workers are asked to make socio metric choices of their preferences of others in their work group as to who would make good leaders and who would be good followers, persons selected for positions of leadership are also chosen for followership positions. In particularly every organizational hierarchy a supervisor or an executive is at the same time a leader of his subordinates and a follower of his superior in the structure. In effect in the modern business enterprise, leader must also behave in the role of followers a significant portion of the time (Robert Tannenbaum, Irving R. Wechsler and Fred Massarik, 1961).

2.19 Project Leadership Skills

As stated by John F. Kennedy, in a speech in Dallas: “Leadership and learning are indispensable to each other.” (Kennedy, 1963) This statement is particularly applicable in the field of project management. Most individuals are not born with all the skills needed to be successful leaders; rather, leadership skills are learned and accumulated over time.

Most frequently, there are three ways in which individuals can gain knowledge about leadership and develop leadership skills: from personal experience; examples and cases from others’ experience; and books or related materials. There are a number of studies on the development of leadership skills. From the review of the literature, there are 11 most commonly identified skills that are characteristic of strong leaders. These skills include: Understanding the needs and characteristics of the post; Communicating; Knowing and using the resources of the group; Planning; Controlling group performance; Setting the example; Sharing leadership; Counseling; Evaluating; Effective teaching; and Representing the group.



Effective leadership is adverse, essential ingredient for organization that wishes to succeed in the dynamic complexity of our society and the decade ahead. Probably leaders are born and made. Those of us who are not so genetically fortunate must comprehend the multiple of variables that affect leadership effectiveness and carve out unique personal style for our followers' satisfaction and our organizations successful performance (Terry and Franklin, 1991 and Andrew J AND Dubrin, 2000).

2.20 Empirical Review of Leadership & Project Performance

The purpose of this study is to examine the role of leadership and project success. Leaders of any organization are expected to carry out tasks with limited resource to the maximum level in order to maintain the competitive edge and sustain profitability position of the organization (raiz & haider , 2010).

Successful leaders motivate their employees to increase the level of productivity, correct poor performance & lead the organization toward its objectives. Confronting inadequate performance by employees or group members is challenging and emotionally courage process that requires much of leaders. If it is not easy, but it is necessary part of leadership.

Effective leaders are proactive and confronts problem when they occur. In problem situation effective leaders has to communicate with low performance employees member and explain their behavior hinder the employees for meeting its goals (Lafasto and Latson, 2001).But the factors that affect employees performance, example, leadership style and leaders ability to lead employees and decision making process affect employees performance in a given organization(Peter G.Northouse, 2009).

In the project environment, possessing management skills is not sufficient to be successful (Thite, 2000). Project management practices require that managers have knowledge and experience in management and leadership and the relationship to project success (Berg & Karlsen, 2007). In a business environment it is believed that a manager makes sure tasks and duties are completed, while a leader is sensitive to the needs of people and what followers need to be exceptional employees (Maccoby, 2000). Thite (2000) suggested that integrating leadership concepts allows project managers to apply logic and analytical skills to project activities and tactics. Thite (2000) further suggested that project managers can integrate leadership concept by being sensitive to and working with project team members as individuals with needs and desires related to their work and

careers. The discussion in this study, viewed leadership as the ability to make strategic decisions, using communication (Bennis and Nanus, 1985), and the human resource skills of interpersonal relationship, motivation, decision making and emotional maturity, to mobilize project team members (Zimmerer & Yasin, 1998).

The most successful leaders of any organization perform task and act in a way that provides followers with satisfaction and fulfillment in performing the work required and reaching the objective. Leader triggers persons to do show the way and guide group members towards group accomplishment. As the writers of ecclesiastic astutely observed where there is no vision the people perish. Leaders give vision to their follower and leading is the necessary ingredient or successful management (terry and Franklin, 1994). The result of previous studies from different countries shows that different styles of leadership do not have the same impact on project success.(stogdill, 1970,waldar,1995). Based on stogdill (1970) initiating structured leadership style is more likely to provide greater commitment and effectiveness. However previous studies have examined the impact of effective leadership on employee's performance of the projects in various settings. (hipworth & war,1989,bass,1990). these studies generally indicates the impact of effective leadership on employee's performance in different projects. In view of this gap, there is need to establish study about the role of leadership on the success of the project.

2.21 Conceptual framework of leadership

Leadership as a process, is both an art & science of motivating people, followers, and coworkers by influencing & empowering them. It is the ability to make a change or a difference by creating a goal, bringing in people together, raising their commitment through proper vision, conviction, influence, enthusiasm & empowerment. Kotler(1996) has defined leadership as “ the driving force behind any successful change process”. Leadership occurs at different levels, intra- individual process, dyadic process, group process & organizational process. It can be best conceptualized mainly through a proper understanding of the leader focused theories(intra-individual process), the leader follower focused theories(dyadic and group process), and the leaders followers context focused theories(organizational process).

There are various styles and approaches to leadership that not only explain the characteristics of an effective leader but also highlight the context & the impacts that different leadership styles bestow on the followers. As leaders can be charismatic, transactional or transformational. His or her style has however needs to be contingent based on the environmental situation in order to be more

effective.

Conceptual frame work provides an illustration of relationship of variables. The dependent variable is role of project which is determined by transformational leadership style, team commitment and organizational culture.

Independent Variable

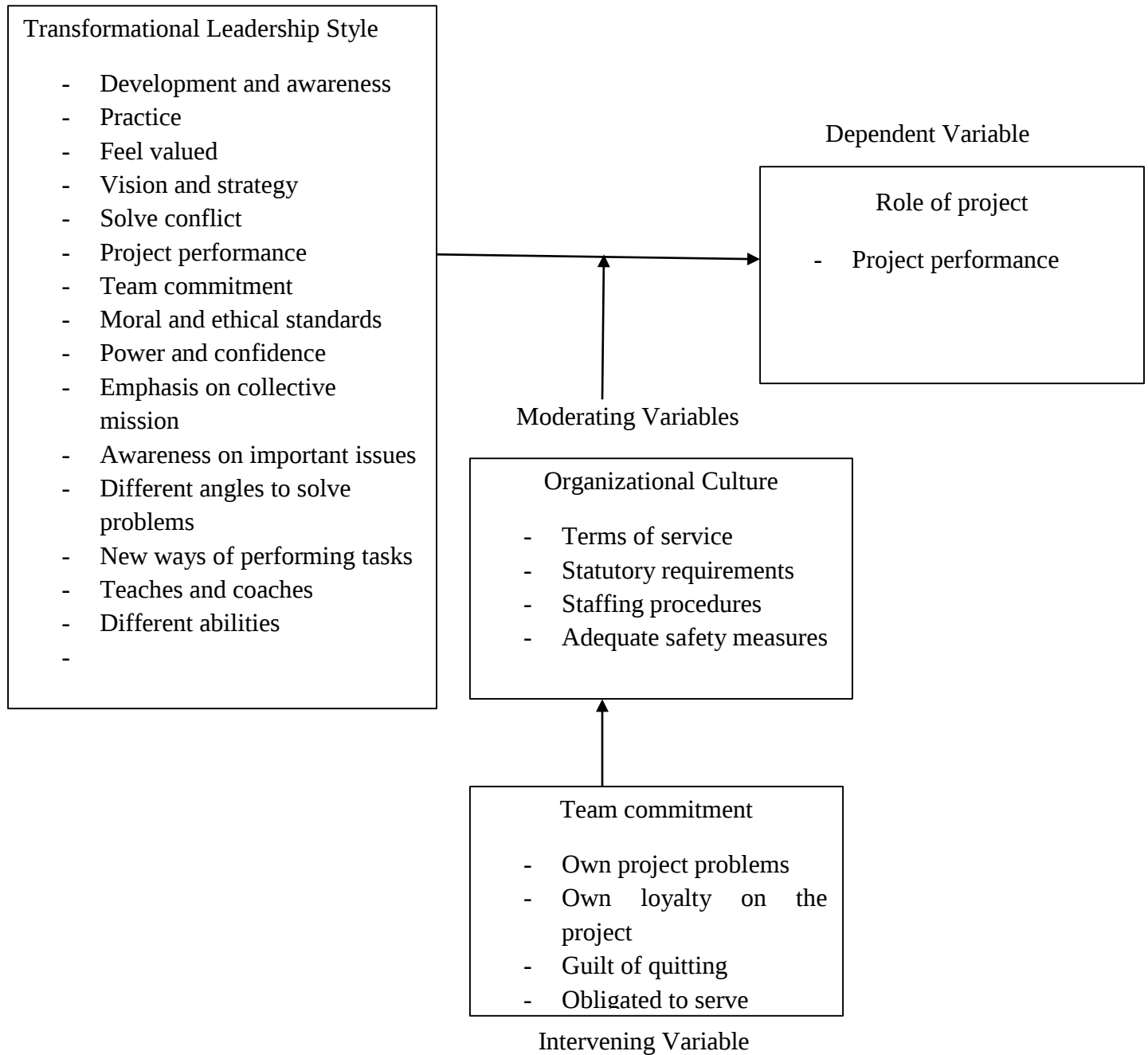


Figure: - Conceptual Framework

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter covers the procedure that study will follow in conducting the study. It outlines the research design, research population and sampling, Data collections instruments and Data collection procedures and Data analysis, presentation and interpretation. It gives the procedures that undertaken to gather measure and analyze the necessary data.

3.1. RESEARCH DESIGN

The study was followed a descriptive type of research. Mainly because the major purpose of descriptive research is to describe characteristics of objects, people, groups, organizations, or environments. In other words, descriptive research tries to “paint a picture” of a given situation by addressing *who, what, when, where, and how* questions (Kothari 2004).

This study was used both quantitative and qualitative approach, in order to substantiate the results self-administered questionnaire was used.

3.2. RESEARCH APPROACH

Mixed type approach is used for both qualitative and quantitative methods. The research was examined in qualitative and quantitative for the very clear fact that the focus of the research was focused on understanding and interpretation of the data as well it deals with the effects of variables. When we look out on the involvement of the researcher and the research design it requires a high and participation involvement and used multi methods respectively. The data type as well non probability for it is purposive on choosing who responds the questionnaires or interviews organized all at once it will took only small sample. (ZenegawAbiy (Phd) 2013, Business Research Methods, Addis Ababa)

The primary qualitative data obtained from questionnaires are presented in tables and line graphs and was analyzed using simple descriptive statistics. The quantitative data from questionnaires was analyzed using descriptive analysis.

3.3. DATA SOURCES AND DATA COLLECTION METHODS

In order to determine the role of leadership in project success, data determined to be gathered from both primarily and secondary sources to meet the objective of the study.

Primary data was gathered thorough adapted questionnaires from different studies and interview was conducted with chief executive officer and managing director. Closed ended questions was also used since it is easier to generate statistical analysis on a larger number of participants.

Primary data for the study was collected by using semi-structured questionnaire.

Secondary data for this study was gathered from the case company documents like published materials, manuals, memorandums, websites, brushers and journals. Furthermore, other data was gathered from records at departments' files, records and other documents.

3.3. SAMPLING TECHNIQUE AND SAMPLE SIZE DETERMINATION

Stratified Sampling technique was employed to select samples from the existing employees of the organization; this is because, the study focuses on different groups of respondents and each group of the respondents was required to have its own representative from the total sample size. Stratified sampling guarantee specific groups within a population are adequately represented in the sample. Therefore, not to leave out any group, the researcher was used chief executive officers, managing directors, project director, project supervisor, and construction workers as a stratum. The estimated numbers of staffs was identified from each stratum. Then from each stratum respondents was selected through random sampling method by lottery method.

In order to be able to select the sample size, stratify sampling was applied. The researcher plan to use the following sample determination table to determine the representative sample size which was developed by (Carvalho, 1984), as referred from marketing research book written by (Naresh Malhotra, 2007). Accordingly, a sample of 48 employees was selected from the target population of 250 located at project site.

Table 3.3.1 Sample Determination

Population Size	Sample size		
	LOW	MEDIUM	HIGH
51-90	5	13	20
91-150	8	20	32

151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source: (Naresh Malhotra, 2007) marketing research an applied approach, Butterworth Heinemann;

Oxford, England.

- Since the population of the study lies between the ranges of **151-280** a sample size of 48 was selected.
- The researcher was attempted to assure that each stratum under the sample size is being represented properly according to their size by applying the following formula :

Where; P = total population (250)

S = target sample size (50)

p* = population in stratum (Listed)

a= level of confidence (%)

s* = sample size in stratum

- $a = (P^*/P) \times 100$

- $S^* = a \times S$

3.4. DATA PROCESSING AND ANALYSIS

Descriptive analysis was used to analyze the data that gathered through questionnaires. The data gathered through questionnaires planned to be fed into SPSS to make the data ready for processing through graphs, figures, tables and charts, i.e. a descriptive analysis was implemented.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter contains findings study on the role of transformational leadership in Zemen Bank Head Quarter project success; by China Wu Yi Co. Ltd. The findings have been discussed under thematic areas and subsections corresponding to the variables and objectives of the study. The thematic areas include: study demographics, transformational leadership styles, team commitment, and organizational culture.

4.1 Questionnaire Response Rate

The study sampled 50 employees of china from the target population of 250. From the 50 questionnaires issued out to respondents 48 questionnaires were returned representing 96% response rate suitable for purpose of the study. Return rate of 50 % is considered sufficient, 60% is good, 70% and above very good Mugenda (2003). The researcher made calls and visits to request the respondents and return the questionnaires.

4.2 Demographic characteristics of the respondents

The demographic characteristics of the respondents were investigated in the first section of the questionnaire. The demographic captured gender of the respondents, age, level of education, current position in the company and amount of experience.

Table 4.1:- Demographic characteristics of the respondents

Variables		Frequency of responses	
Gender		Frequency	Percent
	Female	8	16.7
	Male	40	83.3
	Total	48	100.0
Age Range			
	18-24	3	6.3
	25-29	31	64.6
	30-34	5	10.4
	35-39	3	6.3
	40-44	3	6.3
	>45	3	6.3
	Total	48	100.0
Educational Status			
	Diploma	5	10.4
	Degree	36	75.0
	Masters	7	14.6
	Total	48	100.0
Current Position in the company			
	Chief executive officer	1	2.1
	Managing director	1	2.1
	Project supervisor	3	6.3
	Construction worker	43	89.6
	Total	48	100.0
Numbers of years in the Company			
	1-10	34	70.8
	11-20	14	29.2
	Total	48	100.0

Source: questionnaire distributed 2018.

From the table 4.1, above, we can see that the composition of the respondents by gender, 83.3 percents were male while 16.3 percent were female.

The age distribution of the respondents 3(6.3%) were between the ages of 18-24 years, 31(64.6%) were between 25-29 years, 5(10.4%) were between 30-34 years, 3(6.3%) were between 35-39

years, 3(6.3%) were between 40-44 years and 3(6.3%) above 45 years. This study found that the majority of team members comprising 64.6 % were between the ages of 25-29 years. This implies that a majority of the projects had staff at their youthful and energetic ages to work of different areas during the project life.

All of the study participants are educated. Around 36(75%) of the participants of the study have first degree. Out of these, around 7(14.6%) have postgraduate degree. On the other hand, around 5(10.4%) of the respondents were diploma holders.

The educational qualifications of the respondents show as most of the employees are qualified, assuming they are deployed in relevant field of practice in relation to their education. Given the fact that most of the respondents are highly educated, we could consider as their understanding of the issue under discussion and their professional judgment of the leadership styles being practiced would be more objective than otherwise. Moreover, around 34(70.8%) of the respondents were in the service of the organization from 1-10 years. This could also be taken as a plus in validating their ability to judge the changes in the leadership styles and practices at China Wu Yi Co., Ltd.

4.3 Leadership development and awareness about transformational leadership concept

Table 4.2:- The concept of transformational leadership had been clarified

The concept of transformational leadership has been clearly described to you			
Variables		Frequency of responses	
		Frequency	Percent
Yes	8	16.7	16.7
No	40	83.3	83.3
Total	48	100.0	100.0

Source: questionnaire distributed 2018.

In discussing about the presence of leadership development program, most of the participants of the study indicated as there are some efforts in improving the quality of leadership for the managers. This was indicated as a common phenomenon for new managers. Almost all reported as they had no orientation and participated in the development programs.

The study participants were asked if the concept of transformational leadership had been clarified to them. In response to the question, only 8(16.7%) of the respondents reported as the concept had been clarified to them. 40(83.3%) of the respondents in clarifying the concept of transformational leadership most of the respondents' clarification was limited to explaining it as a leadership style which is appropriate for an idea change.

4.4 Is transformational leadership the leadership style being practiced at China Wu Yi Co. Ltd.?

China Wu Yi Co., Ltd. considers itself as an organization that is do not applying transformational leadership. Though the organization believes as it applies transformational leadership, the perception of the study participants regarding the application of the concept matters a lot. In light of this, the study participants' conviction regarding the existence of leaders with transformational leadership style was assessed. Around 35(72.9%) of the study participants believe that there are no one leaders with transformational leadership attributes and behaviors.

Table: - 4.3 believe that there is no one leaders that apply transformational leadership

Do you believe that there are transformational leaders in china Wu Yi?		
Variables	Frequency of responses	
	Frequency	Percent
Yes there are many	5	10.4
Yes, there are a few	8	16.7
There is no one	35	72.9
Total	48	100.0

Source: questionnaire distributed 2018.

Result from interview of the China Wu Yi Co. Ltd. Management the senior managers argued that there is a great change on board. The first line managers insist that most of the organization is in

the state of confusion. The foreign managers are not well competent as a matter of fact are not devoted their full time on their job. They went to china often. There is also employee resistance to change. The existence of huge gap between leaders & employee on understanding transformational leadership style. Thus many employees have no idea how to translate on practice.

4.5 All team members feel valued

Table: -4.4. Disagree that leaders facilitate environment while all team members feel valued

Do you agreed that leaders including you have facilitated an environment where all team members fell valued		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	5	10.4
Disagreed	35	72.9
Strongly disagreed	5	10.4
Total	48	100.0

Source: Questionnaire distributed 2018.

Around 5(10.4%) of the study participants agree that leaders facilitate environment while all team members feel valued; around 35(72.9%) disagree with the notion. Therefore, most of the respondents of the study disagree that leaders facilitate environment while all team members feel valued.

4.6 There must be a space to accept the different personality & expectation's individuals have in a work environment

Table: - 4.5 Space to accept different personality & expectations in a work environment

There must be a space to accept the different personality & expectation's individuals have in a work environment		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	5	10.4
Disagreed	38	79.2

Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

The findings in table 4.16 above indicates that 38(79.2%) disagree, 5(10.4%) agree concerning a space to accept the different personality and expectation's individuals have in a work environment. Thus, most of the participants of the study do not think as leaders give space for different personality and expectation in the work environment.

4.7 Induction of the vision and strategy of the company

It is evident that in order to let employee feel their role matters for the bigger picture there must be a clear induction, understanding and internalization of the vision and strategy of the company. In connection to this, all participants of the study reported as they had not got induction on the vision and strategy of the company.

Table: - 4.6 Induction of the vision and strategy of the company

In order to let employee feel their role matters for the bigger picture there must be a clear induction of vision & strategy of the company		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	4	8.3
Agreed	10	20.8
Disagreed	32	66.7
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

As shown in the above table 32(66.7%) of the respondents said disagree, there is no an induction of the vision and strategy of China Wu Yi Co., Ltd., where 10(20.8%) respond agree to the issue. Thus most of the employees are not aware of the company vision.

4.8 Value based leadership is vital to achieve a sustainable change

Table:-4.7 Value based leadership is vital to achieve a sustainable change

Value based leadership is vital to achieve a sustainable change	
	Frequency of responses

Variables		
	Frequency	Percent
Strongly agreed	6	12.5
Agreed	38	79.2
Disagreed	2	4.2
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

On the above table 4.8 regarding the importance of value based leadership to achieve a sustainable change 38(79.2%) respondents agree that value based leadership is vital to achieve a sustainable change. While 2(4.2%) respondents do not agree. Therefore, most of the respondents of the study agree that value based leadership is vital to achieve a sustainable change.

4.9 Managing change: Transformational leadership

It is obvious that adoption of a new system will create conflict within the compound. According to the discourse in transformational leadership, transformational change is thought to create conflict. In managing the conflict that will arise while implementing transformational change, a transformational leader is expected to be systematic enough to solve such barriers. Respondents were asked if they had experienced any problem in relation with the introduction of transformational leadership. Most of the interview respondents' reported as it had been challenging to accept the new processes, structures, and delegations.

The interviewees agreed that employees are now coped up with the changes positively but faced challenges in lack of skilled man power, enough resources, trainings and more employees with corrupt working culture; misbehave leader's /grouping/ which leads to losing the best person for the position.

Table:-4.8 Expected the transformational leader to be systematic to solve conflicts that arise while to bring transformational change

Transformational change will create conflicts thus transformational leader is expected to be systematic enough to solve such barriers		
Variables	Frequency of responses	
	Frequency	Percent

Strongly agreed	5	10.4
Agreed	32	66.7
Disagreed	10	20.8
Strongly disagreed	1	2.1
Total	48	100.0

Source: Questionnaire distributed 2018.

Most of the participants of the study agree that the transformational leader is expected to be systematic, 5(10.4%) & 32(66.7%) responded strongly agreed and agreed respectively. Asked if leaders at China Wu Yi Co., Ltd. have such qualities, all respondents responded no. On the other hand, the discussion with the management showed that measures were taken to address the challenges. The leadership reported as workshops were organized to give room for the staff to discuss on the nature and purpose of the change. Moreover, best experiences from other countries and organizations within the country were shared.

4.10 The manager display power and confidence

Table: - 4.9 the manager display power and confidence while administrating projects

The manager display power and confidence while administrating projects activities		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	6	12.5
Agreed	9	18.8
Disagreed	31	64.6
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

The results in table 4.9 show that most of the respondents 31(64.6%) disagreed that the manager display power and confidence while administrating project activities. while 9(18.8%) respondents agreed. The study found significant influence on display of power and confidence on issue of importance to the project.

4.11:- The manager arouses awareness

Table: - 4.10:- The manager arouses awareness about important tasks and schedules in the project

the manager arouses awareness about important tasks and schedules in the project		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	15	31.3
Disagreed	28	58.3
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

Based on the results in table 4.10 above, 28(58.3%) respondents disagree that the manager arouses awareness about important tasks and schedules in the project. Where 15(31.3%) respond agree to the issue. The study found significant influence on arousing awareness on arousing awareness about important tasks and schedules is important issues surrounding the project.

4.12:- project manager encourages the team

Table: - 4.11:- The project manager encourages the team to look at problems from different dimensions

The project manager encourages the team to look at problems from different dimensions		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	13	27.1
Disagreed	30	62.5
strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

Around 30(62.5%) of the study participants disagree that the project manager encourages the team to look at problems from different dimensions. 13(27.1%) disagree with the notion. This show that managers do not suggest different dimensions to solving problems and to apply new ways when performing tasks.

4.13:- Manager appreciates and provides individualized attention to staff

Table: - 4.12:- The manager appreciates our different abilities and therefore provides individualized attention to staff

The manager appreciates our different abilities and therefore provides individualized attention to staff		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	10	20.8
Disagreed	33	68.8
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

On the above table 4.12, 33(68.8%) respondents disagree that the manager appreciates their different abilities and therefore, provides individualized attention to staff. Where 10 (20.8%) respondents agree. Thus, the manager did not appreciate different abilities and provides individualized attention to staff.

4.14:- Staff determined to finish their contract with the project

Table: - 4.13:- Staff determined to finish their contract with the project

I was determined to finish my contract with the project		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	15	31.3
Disagreed	28	58.3
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

Table 4.13 above, findings show 28(58.3%) respondents disagreed that staff determined to finish their contracts with the project. Where 15(31.3%) agreed. Therefore, staff did not feel right leaving projects before completion.

4.15:- Staff invested a lot of time and resource for me to leave before project

Table: - 4.14:- Staff invested a lot of time and resource for me to leave before project

I have invested a lot of time and resource for me to leave before project closed		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	30	62.5
Disagreed	10	20.8
Strongly disagreed	5	10.4
Total	48	100.0

Source: Questionnaire distributed 2018.

Based on the results in table 4.10 above, 30(62.5%) respondents agree that staff invested a lot of time and resource for them to leave before project closed. The findings showed that staff had invested a lot of time a lot of their man power and time in to the project and want to leave until they completed their allocations.

4.16:- The project deserves staff loyalty

Table: - 4.15:- The project deserves staff loyalty

This project deserves my loyalty		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	13	27.1
Disagreed	30	62.5
Strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

The findings in table 4.15 above indicates that 30(62.5) disagree, 13(27.1%) agree regarding the project deserving loyalty rom the staff.

4.17:- Fair terms of service to the staff

Table: - 4.16:- The project company provided fair terms of service to the staff

The project company provided fair terms of service to the staff		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	3	6.3
Agreed	7	14.6
Disagreed	36	75.0
strongly disagreed	2	4.2
Total	48	100.0

Source: Questionnaire distributed 2018.

The findings in table 4.16 above indicates that 36(75%) disagree, 7(14.6%) agree regarding the project company provided fair terms of service to the staff. Thus, most of the respondents of the study believe that the project company did not provide fair terms of service to the staff.

4.18:- Statutory requirements to leave the project before closure

Table: - 4.17:- Statutory requirements made it easy for staff to leave the project before closure

Statutory requirements made it easy for staff to leave the project before closure		
Variables	Frequency of responses	
	Frequency	Percent
Strongly agreed	2	4.2
Agreed	28	58.3
Disagreed	15	31.3
Strongly disagreed	3	6.3
Total	48	100.0

Source: Questionnaire distributed 2018.

The findings in table 4.15 above indicates that 28(58.3) agree, 15(31.3%) disagree regarding statutory requirements made it easy for staff to leave the project before closure.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains a summary of findings of the study, conclusion and recommendations in relation to each of the research objectives. Sections in this chapter include introduction, major findings of the study, recommendations, conclusions and suggestions for further studies.

5.1. Summary

The main objective of this study was to assess the role of leadership in project success in case of china wu yi construction zemen bank head quarter project. After analyzing the information gathered through questionnaires and interviews the following major findings are presented:-

- All respondents are educated which makes it easier to find reliable and informative data about the leadership style adopted by China Wu Yi Co., Ltd.
- The concept of transformational leadership is not well understood and explained by the employees of China Wu Yi Co., Ltd as it as leadership style which is appropriate for an idea change.
- There are no transformational leaders at China Wu Yi Co., Ltd who fit the measurement of the criteria's.
- The concept of transformational leadership most of the respondents' clarification was limited to explain it as leadership style which is appropriate for an idea change.
- There are no leaders with transformational leadership attributes and behaviors.
- Managers did not suggest different dimensions to solve problems and new ways of performing tasks
- The staffs feel it was right to leave the project before completion.
- The staffs indicated that they had invested a lot in the project and therefore leaving was an option.

5.2. Conclusions

Based on the major findings, the researcher concluded the following:

- The evidence is overwhelming; the concept of transformational leadership is not outstandingly understood by the employees. It is no longer an issue to create awareness of the leadership style.

- The project company do not provided fair terms of service to the staff
- Value based leadership is vital to achieve a sustainable change
- The staffs are not aware the induction of company vision and strategy
- There is no one leaders that apply transformational leadership style in china Wu Yi
- The concept of transformational leadership had not been clarified to the staff.
- The manager did not display power and confidence while administrating projects, arouses awareness about important tasks and schedules in the project, encourages the team to look at problems from different dimensions and appreciates the team different abilities.
- It can be concluded that China Wu Yi Co., Ltd has no transformational leaders who can implement the leadership style as it is expected if it could amend other gaps.

5.3. Recommendations

Based on the aforementioned summary of major findings and conclusions, the following recommendations are forwarded.

- ✓ Thus, there is need for project managers to adopt transformational leadership style as a way of enhancing project performance in China Wu Yi Co., Ltd. Among the transformational leadership factors the project managers should adopt to improve the project performance were; spent time teaching and coaching project team members, treated the a project members as individual rather than just as a member of a group, consider individual as having different needs, abilities, and aspirations from other members and helped each individuals to develop their strengths in the project environment
- ✓ On the other hand, the project managers should not focused her/his attention on irregularities, mistakes, concentrated his/her full attention on dealing with mistakes, complaints, and failures, keep track of all mistakes.
- ✓ Incremental of Skilled man power is a must in order to be benefited from transformational leadership.
- ✓ There should be an establishment which facilitates close relationship between the managers and employees. This helps, in the researches opinion, to alleviate the

knowledge as well as emotional gap existed between the managers and the employee.

- ✓ The fear of job lose has passed as a challenge but the lack of interest can be changed in close relationship. Since transformational leadership is concerned with the mind as well as emotion, both of them should be addressed. Such establishment should address both.
- ✓ China Wu Yi Co., Ltd need to work on adopting the leadership style through training its own management staff so that employees capture the positive implications quickly.
- ✓ Fair terms of service will enable projects to attract and retain highly skilled project team. Proper terms of service discourage apathy among project team especially in highly specialized short-term projects.
- ✓ Managers should encourage their terms to find solutions to challenging problems with in the project.

ANNEX

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APPENDICES

APPENDIX A: QUESTIONNAIRE

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
Masters of project management Department
Questionnaire to be filled by Employees

Dear Respondent

This questionnaire is designed to gather data for research purpose entitled “The Role of Transformational Leadership in Project Success: The Case of Zemen Bank S.C Head Quarter Project”. The expected respondents of this questionnaire will be employees, especially those who are involved with the transformational leadership style implementation project. You are kindly expected to give accurate data to make a proper analysis. The data will be kept confidential and it will be used only for study purpose. I would like to thank you in advance for your kind cooperation.

Natnael Alemu

Cell Phone-251-922-47-19-91

Please tick in the most appropriate box. [v] or [X]

PART I.

A. General information

1. Kindly indicate your gender:

Gender: Female ☐ Male ☐

2. What is your age range?

18 to 24 Years ☐ 25 to 29 Years ☐ 30 to 34 Years ☐ 35 to 39 Years ☐
40 to 44 Years ☐ above 45 Years ☐

3. Education level:

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ Above Master ☐

4. Current position in the company: _____

5. Number of years in the company:

1-10 ☐ 11-20 ☐ 21-30 ☐ 31-40 ☐

B. Statement relating to Transformational leadership Styles

6. The concept of transformational leadership has been clearly described to you?

Yes ☐ No ☐

7. Do you believe that there are Transformational Leaders in Wu Yi Co., Ltd?

Yes, there are many ☐ Yes, there are a few ☐ there is no one ☐

8. Do you agree that leaders including you have facilitated an environment where all team members feel valued?

- a) Strongly agreed
- b) Agreed
- c) Disagreed
- d) Strongly disagreed

9. There must be a space to accept the different personality & expectation's individuals have in a work environment?

- a) Strongly agreed
- b) Agreed
- c) Disagree
- d) Strongly disagree

10. In order to let employee feel their role matters for the bigger picture there must be a clear induction of the vision & strategy of the company.

- a) Strongly agreed
 - b) Agreed
 - c) Disagree
 - d) Strongly disagree
11. Value based leadership is vital to achieve a sustainable change.
- a) Strongly agreed
 - b) Agreed
 - c) Disagree
 - d) Strongly disagree
12. Transformational change will create conflict thus transformational leader is expected to be systematic enough to solve such barriers.
- a) Strongly agreed
 - b) Agreed
 - c) Disagree
 - d) Strongly disagree
13. The manager displays power and confidence while administrating project activities
- a) Strongly agreed
 - b) Agreed
 - c) Disagree
 - d) Strongly disagree
14. The manager arouses awareness about important tasks and schedules in the project
- a) Strongly agreed
 - b) agreed
 - c) Disagree
 - d) Strongly disagree
15. The project manager encourages the team to look at problems from different dimensions
- a) Strongly agreed

- b) agreed
- c) Disagree
- d) Strongly disagree

16. The manager appreciates our different abilities and therefore provides individualized attention to staff.

- a) Strongly agreed
- b) Agreed
- c) Disagree
- d) Strongly disagree

C. Statement relating to team commitment

17. I was determined to finish my contract with the project

- a) Strongly agreed
- b) Agreed
- c) Disagree
- d) Strongly disagree

18. I had invested a lot of time and resource for me to leave before project closed

- a) Strongly agreed
- b) Agreed
- c) Disagree
- d) Strongly disagree

19. This project deserves my loyalty

- a) Strongly agreed
- b) Agreed
- c) Disagree
- d) Strongly disagree

D. Statements relating to organizational culture

20. The project company provided fair terms of service to the staff

- a) Strongly agreed

- b) Agreed
 - c)Disagree
 - d) Strongly disagree
21. Statutory requirements made it easy for staff to leave the project before closure
- a) Strongly agreed
 - b) Agreed
 - c)Disagree
 - d) Strongly disagree

APPENDIX A: INTERVIEW QUESTIONS

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS Masters of project management Department

Interview Questions for Project Chief Executive Officer and Managing Directors

Good Morning/good afternoon Sir/Madam I would love to request you for an interview which needs fifteen minutes of your precious time. The interview is held for academic research purpose entitled “The Role of Transformational Leadership in Project Success: The Case of Zemen Bank S.C Head Quarter Project”. Hoping you are determined to explain here I am. The data will be kept confidentially and it will be used for study purpose. I would like to thank you in advance for your kind cooperation.

I. General information

1. What is your position?
2. How long have you been serving China Wu Yi Co., Ltd.?
3. Can you elaborate the difference you have noticed in the organization before it adopt the new leadership style /Transformational Leadership/?

II. Statements relating to Transformational Leadership

1. How do you explain transformational leadership style within team cohesiveness?
2. What are the effects of Transformational Leadership on project success?
3. What is the status of practicing transformational leadership in this project?
4. How does Transformational leadership look like on China Wu Yi Co., Ltd.?
5. What are the challenges or constraints of transformational leaders & employees relations at China Wu Yi Co., Ltd.?
6. How does the employee cope up with the changes?
7. What are the challenges & constraints for the implementations of Transformational leadership like resource shortage, Work overload, lack of training opportunity?

I thank you from the bottom of my heart for your willingness as well precious time.