



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

**ASSESSMENT OF LEADERSHIP PRACTICE IN
CONSTRUCTION PROJECTS: A CASE OF ETHIOPIAN
CONSTRUCTION DESIGN AND SUPERVISION WORKS
CORPORATION**

BY: ENDALE NEGASH
ADVISER: ADANE ATARA (PHD)

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Addis Ababa University
School of Commerce
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By
Endale Negash

APPROVED BY BOARD OF EXAMINERS

Adane Atara (PHD)	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

Statement of Declaration

I, Endale Negash, have carried out independently a research work on the topic entitled “Assessment of Leadership practice in construction projects: A case of Ethiopian Construction Design and Supervision Works Corporation” 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 Adane Atara (PHD). This study is my own work that has not been submitted for any degree or master program in this or any other institutions.

Endale Negash

Signature _____

Date _____

Statement of Certification

This is to certify that Endale Negash, has carried out this research project on the topic entitled “Assessment of Leadership practice in construction projects: A case of Ethiopian Construction Design and Supervision Works Corporation”. 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.

Adane Atara (PHD)

Signature _____

Date _____

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Abstract

In today's world of dynamic and multitasking development, leadership has a pivotal role for any organization to succeed and it is much more important to the construction industry. The significance of effective leadership is given very little attention in the construction industry projects. The basic anecdote I noticed when passing through past researches is that there is insufficiency of leadership curriculum in the current Ethiopian higher institutions for engineering students while leaders of construction projects are still selected from those disciplines. This paper aims to assess the leadership practice in building construction projects in case of Ethiopian Construction Design and Supervision Works Corporation. This company is the best representative of the industry since it is regarded as the largest and most experienced of the engineering consulting firms in Ethiopia. The paper assesses the crucial attributes of transactional and transformational leadership styles practiced by the leaders of construction projects together with the challenges of their practicality. More emphasis is given on determining which crucial attributes from both styles are practiced most and which ones are practiced less. Twelve ongoing projects undertaken in the company involving more than one-hundred million Ethiopian birr are selected for this study. Data is gathered from 80 respondents comprised of project managers, construction supervisors, top level managers and project team members. This study adopts descriptive type of design to answer the objective of the research. It uses both qualitative and quantitative methods. Data is gathered both from primary and secondary sources. Primary data gathered from questionnaires, interviews and closed ended questions and Secondary data gathered from the case company documents, files, archives etc. The study found out that no single leadership style stood out to be highly practiced rather a number of attributes from each style were practiced and some crucial attributes from those leadership styles are rarely practiced in the industry. Generally, this research endeavor is keen to reach at vital leadership attributes being practiced and being missed in the industry and contribute to the effective leadership of the construction industry.

Keywords: leadership style, transformational, transactional, organizational culture

CHAPTER ONE:

INTRODUCTION

1.1 Background of the study:

Leadership is one of the crucial factors in successful project management dictating overall values and attitudes thereby influencing the success of a project. This is in fact more crucial in the construction industry projects due to the fact that the industry not only demands doing things appropriately, but also influencing and getting commitment from workers and appropriate management of various stakeholders. Cole, (1996) supported this notion by defining leadership as a dynamic process in which one individual influences others to contribute to achievement of group goals.

Leadership instills enthusiasm, motivation and satisfaction when effectively and skillfully utilized. Workers guided by managers imposing rules and regulations may work just enough to sustain their job but good leadership can influence and stretch this limited effort to huge commitment and motivation.

Leadership and leadership styles in projects are theorized and tested by several studies. Keller (1992) for example, demonstrated the significance of transformational leadership style on project performance. Bass (1990) demonstrated the basic features of transformational & transactional leaders. Transactional leaders use rewards for compliance and punishments for a breach to motivate employees while transformational leaders use charisma to gain the support of employees in to achieving organizational goals. Robbins, S.P., & Judge, T.A., (2013) states that transformational leaders are able to increase follower self-efficacy, giving the group a “can do” spirit. Followers are more likely to pursue ambitious goals and agree on the strategic goals while transactional leaders guide their followers toward established goals by clarifying role and task requirements.

Developing countries’ projects suffer from getting adequate leadership together with adequate and clear procedures in projects’ environment. This research tries to have a part in investigating these issues linking leadership to organizational culture.

Ethiopia is marching forward to meeting huge development plans and the construction industry is a great contributor to that. Most remarkably, when passing through past

researches, this study found out the lack or insufficiency of leadership curriculum in the current Ethiopian higher institutions for engineering students although leaders (i.e., managers and site supervisors) of construction projects are selected just from those disciplines. Moreover, most construction projects in the country suffer from various sorts of failures mainly because of less-skilled, in-experienced and inefficient managers and site supervisors.

The ever-increasing Ethiopian construction industry and the challenges arising from it demand creating leaders that can inspire and instigate real change. Some researches on leadership and soft skills in the Ethiopian project management environment emphasize the fact that soft skills are given less attention. For example, Sinesilassie, Tabish, & Jha, (2017) revealed that the critical success and failure factors in construction companies were related to people's knowledge, the knowledge related to skills of handling, motivating and influencing people.

This paper pursues to assess the leadership practices in Ethiopian construction projects more targeting on the major individual attributes of the two mentioned leadership styles. Are we practicing effective and proven leadership attributes well, or just focusing on technical areas only (just getting things done)? If not, what are the obstacles? These are the main concern of this research.

A number of leadership theories/ styles are discussed in the next chapter whose very basic intents can be summarized and compounded by transactional and transformational leadership styles. So, this research paper is focused on investigating the practice of the most important leadership attributes of the two leadership styles. It's not choosing from the two styles, nor recommending one of the two; it is rather investigating the practice of the most crucial and proven attributes of the two styles together with organizational culture barriers and seeing a way how the knowledge body or policy makers benefit from utilizing both complementarily.

Background of the organization:

The case company 'Ethiopian Construction Design and Supervision Works Corporation' (ECDSWCo) is a Grade-1 Engineering firm working on construction design and on supervision tasks. It is the biggest and most experienced company of its kind in Ethiopia running most of the biggest governmental building construction projects. Its head office is located in Addis Ababa, Gerji area.

The Corporation, 'Ethiopian Construction Design and Supervision Works Corporation' (here in after referred to as ECDSWCo) evolved from its previous status by unification of three Federal Government Public Enterprises in 2015.

1. Construction Design Share company- which was focusing on building projects
2. Water Works Design and Supervision Enterprise- water works and building dams
3. Transport Construction Design Share Company- focusing on road construction

ECDSWCo is a multi-disciplined engineering firm and has extensive experience in all engineering consultancy works and has undertaken numerous projects all over the country. The firm provides professional services in feasibility study, Design, Construction Supervision and contract administration of Building & Urban Development, Water & Energy and road projects. It also works on Surveying, geotechnical and laboratory services.

The company specializes in providing engineering consultancy services to different clients, and as such economy of design. Large numbers of completed and ongoing projects ranging in function and size/ scope have been undertaken many of them ongoing by the time of this research.

Some of the many (only the most known) projects accomplished by the company are:

1. New and expansion building projects in various campuses such as Addis Ababa University, Arbaminch, Jimma, Gondor, Dilla, Axum, Ambo, Bahirdar, etc. universities.
2. Multi- million building projects like a thirteen floor- National Archives and Library building, National Alcohols and Liquor factory mixed use building, An eighteen floor multi-purpose building of Ethiopian Industrial Inputs Dev. Ent. in Addis Ababa, the Adwa-Zero project at Piasa and various mega projects not mentioned.
3. Various referral and tertiary hospital building projects like those in Jima, Dilla, Arbaminch, Axum, Debre Berhan, Ambo, etc referral and teaching hospitals
4. Dam and hydropower projects including; Tendaho, Gumera, Kesem,, Gilgel Abay dams
5. Geotechnical investigation projects of most of the mega building projects of Ethiopia; like, head quarter buildings of Construction Bank of Ethiopia, Dashen Bank, Oromia International Bank, Nib Bank, and other various buildings, bridges, etc.

By the time of this research also the company is undertaking various mega projects in the country and few projects outside the country like those building and transport facility projects in Djibouti.

1.2 Statement of the Problem

The importance of leadership in projects and of course in construction projects is a well asserted issue in the knowledge body. Kerzner, (2010) states a crucial point that project managers are becoming more managers of people than managers of technology. Activities such as motivation, effective communications and building trust, lie within the realms of the leadership domain.

Creating appropriate 'leader- employee' relations is very essential in today's dynamic, competitive, innovative and ever-changing construction projects. One of the main causes of project failures is the lack of adequate leadership applied by the main actors of construction companies. Despite this fact, there is scarcity of related studies focusing on the construction industry.

The basic anecdote we notice when passing through past researches, is the shortage of leadership curriculum in the current Ethiopian higher institutions for engineering students while leaders/ managers of construction projects are still selected just from those engineering disciplines. Lack of appropriate and effective leadership emanates from this; since most of the top managers and project managers of the industry currently have come out of merely science and engineering educations with less awareness and know-how for soft skills in human relations like effective leadership.

Very little focus has been placed on the need for adequate leadership competencies from project managers and leaders. Therefore, understanding where we are in using the crucial leadership attributes that are closely related to higher employee performance is vital. It will lead us where to focus on areas we are lagging in and where to strengthen (on attributes we are already practicing). It will create a platform the success of construction projects in our country (especially, those mega projects). Important and already proven attributes/ factors of transactional and transformational leadership styles are investigated in this research. Moreover, few proven factors of organizational culture are also investigated as challenges for leadership practice.

The need for conducting this study emanates from the following major problems:-

1. The scarcity of previous researches focusing on the practice of the crucial leadership attributes by the main actors of the industry creating a gap of knowledge of where we are now. Most studies were focused on the influence of leadership.
2. Insufficient leadership-related curriculums in higher institutions of engineering in Ethiopia leading to a lack of awareness to the need for soft skills. Leaders of the construction industry are often selected just from those engineering professionals.
3. Most previous studies on the topic worked on either a single project or company (that are not adequately representing the overall population). The case company chosen for this study is working on a vast number of projects of various sizes and purposes all over the country, i.e., highly representative of the industry's projects.
4. Researches in the past mostly select respondents from top managers or project managers only. This gap is to be solved in this research by incorporating project team members and other important stakeholders related to the projects in addition to those project managers.
5. Significant time delays in the projects' design and construction phases which is also a case in our case company takes the project to huge cost overruns. Besides, sub-standard quality projects, and cost overruns are mainly caused by a lack of appropriate leadership and poor organizational cultures.

Lack of proper procedures for recruitment and retaining of project leaders/ managers is also a huge bottleneck to the industry's leadership practice. Leaders of the industry should have high soft and hard leadership skills, competencies and adequate related experiences. Bankruptcy and poor quality of work may be the ultimate consequences.

The poorest countries, like Ethiopia, are tremendously hit by these problems especially in their mega-multi-million dollar projects requiring a significant level of attention and more investigation on assessing the leadership practices and making adjustments.

Based on the above stated problems and gaps identified, the need for further study in the area was instigated. This study is highly targeting the individual attributes of some of the tested and proved leadership styles, namely transactional and transformational leadership styles determining the highly practiced and rarely practiced ones to help the creation of effective leadership. Besides, it also targets organizational factors that are possible barriers/ challenges to creating effective leadership in the industry thereby looking for the possibilities of utilizing the crucial attributes of both

transactional and transformational leadership styles in different scenarios of construction projects in Ethiopia.

1.3- Objectives of the study:-

1.3.1- General objective-

The main objective of this study is to assess the leadership practice in building construction projects of Ethiopian Construction Design and Supervision Works Corporation.

1.3.2- Specific Objectives

1. To assess which transformational leadership style attributes are practiced most and which ones are missed/ less practiced in the construction projects.
2. To assess which transactional leadership style attributes are practiced most and which ones are missed/ less practiced in the construction projects.
3. To identify the major challenges to the practicality of effective leadership. (regarding challenges of organizational culture).

1.4- Research Questions :

The study pursued to answer the following research questions:

1. Which transformational leadership attributes are practiced most and which ones are missed or less practiced in the construction projects?
2. Which transactional leadership attributes are practiced most and which ones are missed or less practiced in the construction projects?
3. What are the major challenges (regarding organizational culture) to the practicality of effective leadership?

1.5- Significance of the Study

The study findings will be primarily vital to project leaders/ managers, construction supervisors, top managers, construction and consulting companies and also to policy makers. All in all, this study reveals which areas of leadership are forgotten and aids to focus on them and pave the way for applying those important attributes in the construction industry as appropriate.

Construction and consulting companies will benefit a lot from the assessment of leadership attributes & the challenges of practicality of the leadership attributes. Especially, challenges/ barriers related to organizational culture that enhance or inhibit leadership practicality are of huge importance. Company policy makers need to be aware of this and focus on creating an organizational culture that supports the applicability of the important leadership styles in the company.

The study findings will also be important to the country's policy makers especially, to higher educational policies where issues like lack of leadership curriculum in engineering colleges is to be given attention and to be addressed in some way. This may lead policy makers give more attention to the curriculum of engineering schools which are already in huge trouble after excessively producing their graduates. It may include incorporating leadership related courses in it.

It will be useful for the knowledge body (researchers) in that it fills gaps of previous studies in incorporating project team members. This study also triangulated data from three sides including consultants, clients and contractors in the study for avoiding bias (which was a gap in previous literature on the topic)

This research will create a good perspective of how we set the ways in which the industry is recognizing, selecting and shaping its leaders. It will reveal the existing leadership trends (& gaps) and help keeping up with the effective ones and addressing awareness in incorporating the forgotten/ rarely practiced leadership attributes.

It will make construction firms know where they are in the effort to have the most effective leadership elements in their company with double success of keeping their workers satisfied and having good project success. It will aid proactive decisions regarding leadership demands and address areas for further training for project managers to equip them with the most effective leadership skills.

Based on the proposal of past literature and existing literature gap, this study is developed with the objective to focus and explore on the practice of individual attributes singled out of those styles and put under thorough investigation. Hence, this research is perceived to be a significant contribution as academic inference purposes.

This research dealing with leadership practices in building projects of a grade-1 company which is involved in most of the country's mega building projects. So, the output of this research is expected to be more generalizable and able to determine the

leadership style trends employed and those missing in the industry. It will also have huge implications for similar category companies in the industry.

Generally, this research will create a good perspective of how we set the ways in which the industry is recognizing, and shaping its leaders.

It will reveal the existing leadership trends in building construction projects and aid keeping up with the effective ones by creating awareness in incorporating vital leadership elements/ factors to the work environment. This will in turn improve the leader-worker relationship of the industry which will be a great contribution since the construction industry is highly involved in collaboration works and is a great contributor of the country's economy.

1.6 Scope of the study

This study is focused on investigating transactional and transformational leadership attributes practiced in twelve projects of the Ethiopian Construction Design and Supervision Works Corporation. The challenges of practice of such leadership are also assessed with focus on selected organizational culture elements that are well proven by previous researches. The research will be limited to building construction projects undertaken in Addis Ababa. It is also limited to larger projects (involving a capital of more than one-hundred million etb) that can represent the country's building sector construction projects.

1.7 Limitations of the Study

Regarding the limitations of the research, this study has some limitations to assess the leadership style practices of by not including some private construction companies. Moreover, more leadership styles and qualitative longitudinal approach can be employed with further depth in future researches. The other challenges encountered in carrying out this research were difficulty to genuinely and professionally answer the questionnaires by respondents and also difficulty to arrange meeting with top managements particularly for interview.

1.8 Definition of significant terms

Transformational leadership style- emphasizes inspiring workers and team members by also articulating and showing the bigger picture beyond the projects. It involves getting great commitment through treating employees with individual attention and respecting their values and principles

Transformational leadership transforms followers, making them to look beyond self-interest in favor of the group's objectives. Transformational leaders are also capable of increasing followers self-efficacy, instigating a "can do" spirit to the group. Followers are more likely to pursue ambitious goals and agree on the strategic goals unlike transactional leaders guide their followers toward established goals by clarifying role and task requirements.

Transactional leadership style– involves allocating roles, providing clear instructions, clear and tangible rewards based on performance and achievements.

Transactional theories, also called exchange theories of leadership, are characterized by a transaction made between the leader and the followers/ workers.

It also involves (prompt or passive) intervention of leaders to correct mistakes to ensure that employees/ project team meet the desired goal. Basically it is a transaction based leadership style which is more focused on meeting project deliveries than caring for workers' satisfaction. Unlike transactional leadership, it is document and task based than people based.

Organizational culture– refers to policies and working conditions that the organization wants its employees to adhere to. It refers to a system of shared meaning by workers/ members.

Organizational culture in this research's context is considered as the organizational policies and procedures which are directly related to the practicality and proliferation of effective leadership attributes.

Fair terms of service, adequate work place safety, and fair selection and recruitment of staff are most repeatedly tested attributes in previous researches.

1.9 Organization of the study

The paper contains five chapters and organized as follows:

Chapter one will include the introduction part consisting of the background of the study, background of the case company ECDSWC, statement of the problem; objectives of the research, significance of the study, limitations of the study, definitions of significant terms used in the study and the overall organization of the research paper.

Chapter two- Literature Review: consists of different relevant literatures on leadership, types of leadership styles (regarding the two styles of our focus), Project

leadership Skills, characteristics of effective leaderships, and theoretical framework of the study.

Chapter three- Research Methodology: consists the type and design of research, population and sampling techniques, source of data and collection method, and methods of data analysis

Chapter four- Analysis and Interpretation: This chapter summarizes the result/findings of the study and it also consist interpretation of the findings.

Chapter five- Summary: Conclusion and Recommendation: This chapter comprises the summary on the findings, conclusions that were drawn from the research findings and recommendations proposed to improve the effectiveness of leadership with also suggestions for future researches.

CHAPTER TWO: REVIEW OF RELATED LITERATURE:

This chapter focuses on the existing studies which are relevant to this study and provides the basis of this study by constituting on the topics of leadership in projects of the industry. Several theories of leadership styles and attributes exist and a summary of these leadership theories and their implications to this study are discussed in the sections below. Leadership styles of transformational and transactional styles are given more focus together with barriers of organizational culture.

2.1 Leadership

A vast number of definitions of leadership are outlined in previous literature. The renowned book, ‘Organizational Behavior’ by Robbins, S.P., & Judge, T.A., (2013), defines leadership as the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal, such as that provided by managerial rank in an organization or non-formal/ non-sanctioned (the natural ability to influence that arises outside the formal structure of the organization).

Robbins, S.P., & Judge, T.A., (2013) emphasizes the fact that ‘not all leaders are managers, nor, for that matter, all managers are leaders’. Just because an organization provides its managers with certain formal rights is no assurance they will lead effectively. The book also narrates the 19th century French saying of Talleyrand, “I am more afraid of an army of 100 sheep led by a lion than an army of 100 lions led by a sheep”, which emphasizes how leadership is so crucial and decisive.

Cole (1996) also defines leadership as an influencing process; a dynamic process in which one individual influences others to contribute to achievement of the group goals. Therefore, leadership is the tool of influencing, motivating and getting commitment of the followers in the attainment of set goals.

Muzio, (2007), emphasizes that 90-95 percent of project issues require soft skills such as leadership, management, teamwork, and communication. Hebert (2002) also investigated and 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. Generally, a vast number of literatures recognize that leadership involves a combination of traits, skills and behaviors. This is more crucial

to the construction industry as it demands collaboration works that need motivation and influencing.

2.2 Basic Leadership Theories

2.2.1. Trait Theories (1930's - 1940's)-

The trait theories of leadership focus on personal qualities and characteristics. Trait theories state that people are either born or are made with certain qualities that will make them excel in leadership roles. As Robbins, S.P., & Judge, T.A., (2013) state, trait theories focus on assessing personality, social, physical, or intellectual attributes that differentiate leaders from non-leaders. It is focused on getting more understanding of the characteristics common among leaders.

In our case, this theory is more or less recommending us to select leaders that are born with and exhibiting certain leadership characteristics.

2.2.2 Behavioral Theories (1940's - 1950's)

Behavioral theories propose specific behaviors differentiate leader from non-leaders. Unlike trait theories, they focus on the behaviors rather than mental, physical or social characteristics. In other words, leaders are made not born. (Toor & Ofori, 2008). The behavioral theories first divided leaders in two categories. Those that were concerned with the tasks and those concerned with the people - (in other words, task-oriented and people oriented leaders).

Related to our paper, a helpful finding was observed in several behavioral theories that workers of people oriented (considerate) leaders were more satisfied with their jobs, were more motivated, and had more respect for their leader. Those in task-oriented (in initiating structure type) leadership were more strongly related to higher levels of group and organization productivity. Robbins, S.P., & Judge, T.A., (2013)

2.2.3. Contingency Theories (1960's)

The Contingency Leadership theory argues that every leadership style should be based on certain situations and stresses that there is no single way of leading. It suggests that there are certain people who perform with great performance in certain places; but inefficient when taken out of their element.

Robbins, S.P., & Judge, T.A., (2013), identify 'The Fiedler Contingency Model' that proposes that effective group performance depends on the proper match between the

leader's style and the degree to which the situation gives the leader control. Generally, contingency theories describe that leaders express their leadership effectively when they feel that their followers will be responsive. (Yukl G, 2002).

Related to our study, organizational culture is to be explored as the major barrier to creating effective leadership which is directly related to this specific theory.

2.2.4. Transactional Leadership Theories– (Exchange Theories) -1970's:

Transactional theories, also called exchange theories of leadership, are characterized by a transaction made between the leader and the followers/ workers.

Transactional theories become more effective and motivational if the leader finds a means to align to adequately reward (or punish) his follower, for performing assigned task. In other words, such leaders become efficient when they develop a mutually beneficial environment, for which the individual and the organizational goals are in sync (Gill, 1999). Gill expresses that these theories appear to be strongly directive and they tend not to use the participative or delegative styles to any significant extent.

Burns (as cited in Emery and Barker, 2007) stated that transactional leadership is a leadership style that is based on bureaucratic authority, legitimacy, work standards and assignments task oriented within the organization. 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. So, transactional leadership essentially involves cost benefit economic exchange with followers (Bass, 1985a).

Transactional leadership involves contingent reward behavior, passive management by exception, and active management by exception. Some transactional leaders act proactively while others wait until problems arise and then react to solve it. (Bass, 1996) and (Bass & Avolio, 1990).

Part of this paper focuses on those attributes of transactional leaders regarding clear and contingent reward, active and passive Management by Exception.

2.2.5. Transformational Leadership Theories (1970s)

Transformational leaders inspire followers to exceed their self-interests for the good of the organization and can have an extraordinary effect on their followers.

The spirit of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities. It involves creating flexible rules and regulations and that are guided by group norms. As Burns, (1978) states these attributes provide a sense of belonging for the followers as they can easily identify with the leader and its purpose.

In a transformational leadership a person interacts with others and is able to create a strong relationship and hence trust, that will result in significant level of motivation, both intrinsic and extrinsic, in both leaders and followers. This leadership includes individualized influence (charisma), and inspirational motivation. (Yukl, Gary). The followers fill trust, admiration, loyalty and respect towards the leader, and there are motivated to more than originally expected to do.

Transformational leaders- are leaders that inspire subordinates to do beyond expected by instilling pride, communicating personal respect, facilitating creative thinking, and providing inspiration (Bass, 1985). These leaders usually articulate the need to create new vision, mobilize commitment, inspire followers to deliver extraordinary results. They pay attention to the concerns and needs of individual followers.

This research pays attention to the attributes of transformational leaders mentioned above as does on transactional leaders' attributes.

2.3 Transformational versus Transactional Leadership Styles:

The two leadership styles (transformational and transactional) are complementary and actually, they are practiced independently and sometimes together especially construction companies. These trends are basically practiced widely in developed countries and less in developing countries due to the projects' complexity and states of and lack of construction technology.

This research is also highly emphasizing on using important attributes of both styles according to project situations rather than choose a style for a company. The main difference between this research and the previous literature is this intention of focusing on assessing individual attributes of these two styles and using them accordingly (situationally).

Transformational leadership transforms followers, making them to look beyond self-interest in favor of the group's objectives. It is a tested, successful leadership style that engages followers by appealing to their upper level needs (like self-actualization) and principles that yield greater levels of follower satisfaction, performance, and organizational commitment in individuals.

Transactional leadership style, instead, is based on rewarding followers for meeting performance targets and punishing them when they fail (Bass, 1990). Transactional leadership style in project management neglects the emotional element of fulfilling one's potential to achieve something of value. It also lacks consideration of personal growth, values, etc.

Transactional leadership emphasizes on achieving project goals at all costs. It differs from transformational leadership as it focuses on tangible rewards and more of an autocratic role in managing projects. In 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. (Bass, 1990)

Transformational Leadership is significantly applicable to project management especially to the construction industry as there must be a leadership trait emphasizing inspiration, motivation, and commitment. A project manager with transformational leadership attributes must be capable of envisioning the future and anticipating variations in the project and the environment and more so to the construction industry.

Keegan and Hartog, (2004) emphasized that a project manager's leadership style needs to be more transformational than transactional, but found no significant link.

2.4 Summary of the main Attributes of Transformational and Transactional leadership styles:

Note: This summary of the attributes of the two leadership styles is prepared after going through several literature and selecting and summarizing those influential

Table- 2.1: Summary of main transformational leadership attributes:

Transformational Leadership Attributes:	Influence:
1. Emphasis to collective mission- leaders emphasize the collective mission to employees	Very high
2. Inspire staff by acting as a role model – A model of moral and ethical standards.	Very high
3. Team members feel valued - leaders make team members feel valued and motivated (They also feel their role in the company matters)	high
4. Differentiating abilities- among staff with individualized attention (also assigning tasks & coaching) accordingly	high
5. New, Creative ways encouraged – Leaders advocate and encourage new, creative and innovative ways of performing tasks & solving problems	Very high (esp. in innovative disciplines)
6. Awareness on Important Issues- Leaders creating/ communicating proper awareness to project team members on important issues.	high
7. Different dimensions to solve problems	high
8. Managers teaches and coaches project staff	

Note: Referring to table 2.1, the first six transformational leadership attributes are investigated in this study. Regarding last two attributes; Item 7 is encompassed in item 5 (I.e., new/ different ways of performing tasks and problem solving). Item 8 is included in #4 (I.e., Training and coaching after differentiating team members' abilities)

Table- 2.2: Summary of main transactional leadership attributes:

Transactional Leadership Attributes:	Influence:
1. Providing tangible rewards – Leaders provide tangible rewards (& penalties) based on performance and achievement.	Very high (on project performance)
2. Clarity of rewards and penalty scheme – Clarity of which performance or achievement is rewarded or penalized and also its proper implementation.	Very high (on both motivation and project performance)
3. Highly focusing on tasks and achieving goals- Leaders focus on just on project deliveries (which might have come at any cost- including employee turnover)	high
4. Task orientated rather than people oriented - Leaders being more of task orientated than people oriented	high
5. Tracking projects proactively – (MBE- Management By Exception) Tracking and taking appropriate measures before problems happen (by tracing signals of problems)	Very high(on project performance)
6. Interventions- when mistakes are made – (Passive MBE)- leaders usually react when mistakes happen. Most communications, meetings,..etc. are called after some problem has already happened or looming closer.	Negative & high (on project performance)
7. Manager avoids involvement in project activities	High (Negatively on performance)
8. Leaders usually make delayed responses	High (Negatively on performance)

Note: Referring to table 2.2, the first six transactional leadership attributes are investigated in this study. Regarding last two attributes; Items 7 & 8 are encompassed in item 5 (I.e., in tracking activities proactively & timely).

2.5 Organizational Culture

Organizational Culture is the most influential barrier influencing creation of effective leadership in organizations; as tested and proved by previous researches on the topic. For example, Kariuki (2015) and Luthans (2011), have investigated and proved the high impact of the factor to employee behavior and motivation highly impacting the leadership style/ quality needed.

Many studies show that creating a good organizational environment is a key and pivotal factor in proliferating effective leadership practices in organizations.

For instance, if a firm has extensive rules and regulations that employees are required to follow and managers supervise employees closely to ensure there are no deviations, the company will come short of creativity, innovation, and experimenting new ways of performing. This in turn is direct implications for example on the principles of transformational leadership.

Organizational Culture- Primary Characteristics:

The primary characteristics seem to capture the essence of an organization's culture: Source: Robbins, S.P., & Judge, T.A., (2013). *(Most of them emphasize this paper's intention of taking organizational culture as the main barrier in leadership practices investigated and are summarized to aid this research's constructs.)*

- 1. Innovation and risk taking versus Attention to detail (procedural):** Innovativeness refers to the degree to which employees are encouraged to be innovative and take risks. The attention is not on minor details and just procedures but on broader issues of collective mission. More adaptability entertaining changes related to technology or new efficient systems and trends.
- 2. Fair and clear terms of service-** refer to clarifying the way the firm rewards and penalizes achievements and wrong-doings. That means employees clearly know which performances/ achievements are rewarded and which ones are penalized in the company
- 3. Clarified organizational HRM procedures-** refer to clarifying the way the company hires, promotes and develops employees and leaders.
- 4. People orientation versus Outcome orientation:** the degree to which management decisions take into consideration the effect of outcomes on people (considering values, principles and feelings of employees)..... or focus on results or outcomes (rather than on the techniques and processes used to achieve them).

Each of these characteristics exists on a range from low to high. Appraising the organization on them, then, gives a composite picture of its culture and a basis for the shared understanding members have about the organization, how things are done in it, and the way they are supposed to behave.

Most (if not all) of these characteristics of organizational culture are directly linked with our study, i.e., to the important attributes of transformational and transactional

leadership styles. Items 1, 2 & 3 are investigated in this research in the organizational factors section while item 4 is related to transactional leadership attributes and is hence included in that section.

Today's dynamic project environments make organizational culture more important than ever and the trend is leaning towards decentralized organizations with reduced formal authority and control systems and with high attention consideration on creativity, adaptability, respecting people's values and rewarding them fairly according to their performances.

2.6 Importance of effective leadership in Projects :

The purpose of this study is to assess the leadership attributes exhibited in the construction projects and examine crucial leadership attributes to project success. Various researches have tested and proved that certain leadership attributes do have significant impact on project performance.

There are a number of previous researches supporting the need for research focusing on leadership and important attributes of leadership. Let's see some of them:

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).

Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Lado, Boyd and Wright, 1992).

Transactional leadership helps organizations achieve their current objectives more efficiently ensuring proper strategy implementation (Zhu, Chew and Spengler, 2005).

Transformational leaders in projects are imperative factors when it comes to project success Khan et al. (2015). Moreover, Müller and Turner (2007) recognize this as well by concurring that certain leadership methods lead to improved performance. Khan et al. (2015) state that transformational leaders in projects are imperative factors when it comes to project success.

Thite, (2000) emphasized a big point that possessing management skills is not sufficient to be successful in the project environment. Project management practices require that managers have knowledge and experience in management and leadership and the relationship to project success (Berg & Karlsen, 2007).

2.7. Leadership Practice in the construction industry

An interesting fact in this regard in Ethiopia is the lack of leadership related curriculum in higher institutions engineering students which clearly creates a lack of awareness to the need of soft skills. Leaders of the construction industry are often selected just from those engineering professionals and hence creating a soft skill gap in the industry.

Less is studied on the practice of important leadership styles but, a vast number of foreign researches have proved that leadership and certain leadership attributes have significant influence construction project performance.

A construction leader must have certain skills like effective communication, coaching, knowing resources, as well as setting an example (as a role model) and sharing leadership. To lead a construction project successfully, one must also be able to utilize efficient leadership processes in every construction project phase. (Gharehbaghi and McManus, 2003)

Regarding leadership in construction projects, mobilizing project team members is a crucial human resource skill. The other human resource skills include motivation, interpersonal relationship, and emotional maturity. (Zimmerer & Yasin, 1998). Moreover, leadership involves the ability to make strategic decisions, using communication (Bennis and Nanus, 1985).

There is an issue beyond this paper's scope; i.e., further study is required to investigate which leadership style is successful in which type/ size construction projects. Some previous studies from different countries show that different styles of leadership do not have the same impact on project success in different situations (Stogdill, 1970, Waldar, 1995).

Previous researches on leadership have found out that leadership has a significant impact on employee's performance in different construction projects also in various settings. In view of this gap, there is need to establish study examining individual leadership attributes practiced in Ethiopian construction projects.

Majority of researches on the topic (regarding construction projects in Ethiopia) forget or give very less attention the effect of leadership on project failures.

For example, the research by Zinabu and Getachew (2015) on causes of contractor cost overrun in Ethiopia, listed out 41 possible cost overrun factors. But, the critical factors causing cost overrun in the construction projects in Ethiopia the study did not consider the challenge of the leadership wing as a factor for the cost overrun.

Similarly, Zinabu (2016) investigated time delay factors for the Ethiopian construction industry, also totally excluded the challenge of leadership style or application as a delay factor on the Ethiopian construction sector.

The study by Alemu, N., (2019), assessing transformational leadership in construction projects, found out that transformational leadership is not practiced in the project; nor did transactional leadership.

Many attributes of the two leadership styles were missing. Emphasis on vision and strategy, arising awareness about important tasks and schedules in the project, encouraging the team to look at problems from different dimensions and appreciating the team different abilities, all these transformational leadership attributes were not practiced well by the contractor company.

Organizational cultures like provision of fair terms of service to employee were not practiced (or very rarely practiced). The need for study of the practice of effective leadership styles in the industry is significantly important.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter presents the procedures that this study will follow in conducting the study. It outlines the research design and methodological process to be used. It includes research design, target population, sampling strategy, data collection tools and techniques.

3.1 Research Design and Approach:

This study adopts descriptive type of design to answer the objective of the research. This is mainly due to the fact that descriptive research studies are concerned with describing the characteristics of a particular individual, or of a group (Kothari 1990). This type of design tries to “paint a picture” of a given situation.

The study uses **both the qualitative and quantitative methods** which is often known as **mixed approach**. According to Creswell (2013), there is **more insight** to be gained from the combination of both qualitative and quantitative research than either form by itself. Their combined use provides an **expanded understanding** of research problems. Furthermore, (Cresswell and Plano Clark, 2007) endorsed to use mixed approach as it makes the overall strength of the study higher than either qualitative or quantitative methods.

This study uses data gathered from both primarily and secondary sources to meet the objective of the study. Primary data gathered from thoroughly adapted semi-structured questionnaires from different studies and interviews with few selected top managements directly leading the projects under study. It also uses closed ended questions since it is easier to generate statistical analysis. Secondary data for this study was gathered from the case company (ECDSWC) documents like records at departments’ files, published materials, manuals, websites, and journals.

3.2 Target population

The sample comprises 80 respondents who are involved directly in 12 ongoing building construction projects undertaken by ECDSWC (involving a capital of more than one-hundred million etb) are selected. Larger capital projects are selected purposely because they represent the countries mega projects better and also involve a chain of leadership hierarchies in their contractors and consultants. All the 12 selected projects are located in Addis Ababa which well suits the data collection process. The 80 respondents are comprised of 40 project managers/ construction supervisors, 4 top

level managers and 36 project team members. It is by selecting at least three project managers or construction supervisors per project purposely with a total of 12 project managers/ construction supervisors are from contractors or clients' side chosen purposely for better triangulation.

Projects in the case company, 'ECDSWC', are selected because they represent most of governmental projects in the country as the company is also a Grade-1 Engineering company with arguably the biggest and most experienced of its kind in the country. The sampling technique is purposive sampling which is categorized under non-probability sampling.

3.3 Sampling Strategy

Basically, considering the homogeneity of the construction sector of first grade consultants and contractors in terms of formulation and category, one of (if not the best) consulting engineering firm- the 'Ethiopian Construction Design and Supervision Works Corporation' is selected as a case. Larger projects undertaken in Addis Ababa (with capital more than 100 million birr) are selected purposely because they can best represent the government's larger construction projects which involve a chain of leadership hierarchy. The participants selected are more related to the leadership and management of their respective companies and also included representatives from clients and contractors. A questionnaire is distributed to the participants who are selected using purposive sampling technique. To be able to accomplish this purpose, it is distributed to respondents who are willing to fill the questions and who are considered to be responsible to answer truthfully. 12 projects involving more than hundred million etb are undertaken in Addis Ababa in the case company and all the twelve projects are selected for this research fulfilling the formula for determining the sample size – developed by Yamane (1967, P.258),

$$n_o = \frac{Z^2P(1-P)N}{Z^2P(1-P)+Ne^2}$$

Where:

n_o = sample size

z = confidence interval corresponding to a level of confidence

p = population proportion

N = population size

e = precision or error limit

Again, taking Yamane (1967, P.258) formula for determining the required response rate for the amount of sample size determined, the researcher used the below method of determination.

$$r = \frac{n}{1 + ne^2}$$

Where: n = sample size

r= required responses

e²= (error limit or the level of precision) 10%

3.4. Data sources and Data Collection methods

This study uses data gathered from both primarily and secondary sources to meet the objective of the study. Primary data is gathered from thoroughly adapted semi-structured questionnaires from different studies and interviews with few selected top managements directly leading the projects under study. It also uses closed ended questions since it is easier to generate statistical analysis. Secondary data for this study was gathered from the case company (ECDSWC) documents like records at departments' files, published materials, manuals, websites, and journals.

3.5. Data Processing and Analysis

Descriptive analysis was used to analyze the data gathered through questionnaires. The data gathered through semi-structured questionnaires is synthesized in to tables/ charts that depict the results planned. The data gathered through **open ended questionnaires** and **interviews** basically were utilized for search of more of qualitative data and are synthesized and summarized in the major findings, summary and recommendation parts of the study.

3.6 Ethical Considerations

All respondents were aware that they participate in this study voluntarily and assured them of utmost confidentiality throughout the research endeavor. The researcher was also keen to acknowledge borrowed works from other sources.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter contains findings on the study of leadership practices and their analysis and interpretation on the assessment of transformational and transactional leadership styles in ECDSWC. The results are presented in tables and percentages and discussed under their subsections. The main areas include: study demographics, transactional leadership styles, and transformational leadership styles.

4.2 Response Rate and Demographic Data

Response Rate:

The study sampled 80 respondents working on ECDSWC building projects of from the target population of 420. From the 80 questionnaires issued out to respondents 72 questionnaires were returned representing 90% 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) and ours 90% would be satisfactory. The researcher also made calls, mails, telegram message communications and visits to request the respondents and return the questionnaires.

Demographic Data

The demographic survey included demographic variables consisting of age, level of education, related work experience, and current position held in the company and their implication are presented here under. See table- 4.1 for the summary of respondents general information

Table- 4.1: Respondents General Information

Variables		Frequency of Responses	
		Frequency	Percent
Gender	Female	25	34.7
	Male	47	65.3
	Total	72	100.0
Age Range	< 30	20	27.8
	31-40	35	48.6
	41-50	12	16.7
	>50	5	6.9
	Total	72	100.0
Educational level	Diploma	14	19.4
	Degree	51	70.8
	Masters and above	7	9.7
	Total	72	100.0
Current position in the company	Project manager, construction supervisor	36	50
	Project team	32	44.4
	Top level management	4	5.6
	Total	72	100.0
Work Experience in the company	0-2	14	19.4
	3-5	19	26.4
	6-10	21	29.2
	10-14	12	16.7
	≥15	6	8.3
	Total	72	100.0

As presented in table 4.1, we can see that the composition of the respondents is 47(65.3%) male and 25(34.7 %) female. This implies that about two-thirds of the respondents are males and one-third females.

The age distribution of the respondents 20(27.8%) were between less than 30 years, 35(48.6%) were between the ages of 31-40 years, 12(16.7%) were between the ages of 41-50 and the rest 5(6.9%) were above 50 years old. This implies that nearly three-fourth of the respondents including project managers and leaders were found to be less than 40 years old showing most staff on the projects were youth and energetic but also showing less experience to develop the needed leadership attributes.

Table 4.1 also shows that all of the study participants of this study are educated. Around 58(80.6%) of the participants of the study have a first degree. Out of these,

around 14(19.4%) have at least a masters degree. On the other hand, around 7(9.7%) of the respondents were diploma holders.

Table 4.1 also shows the current positions held by participants of this the study. Half of the respondents 36 (50%) were project managers or construction supervisors, 32 (44.4%) were project team members working on technical tasks of the project, and 4 (5.6%) were from top level management.

The results show a match in this category owing to the researcher's decision to select three project managers/ supervisors from each of the 12 projects selected (one project-three project managers from contractors, clients and consultants side)

Regarding the relevant experience of the respondents 14 (19.4%) below 2 years of experience, 19 (26.4%) have 3-5 years of experience, 21 (29.2%) have 6-10 years of experience, 12 (16.7%) have 10-14 years of experience, 6 (8.3%) have more than 15 years of experience.

This shows less regard given on highly experienced leaders and the focus is on hiring youth and energetic staff including project managers and leaders that may create difficulty to develop the leadership attributes needed by the industry.

4.3 Transformational leadership style practices

4.3.1 Emphasis on collective mission

Table 4.2 summarizes the practice of one of the fundamental attributes in transformational leadership, the emphasis to company vision, collective mission and long-range goals of the company.

Table- 4.2: The manager inspires the project team to collective goals

Project managers/ leaders inspire the project team to collective goals		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	5	6.9
Agreed	14	19.4
Neutral	6	8.3
Disagreed	44	61.1
Strongly disagreed	3	4.2
Total	72	100.0

The findings in table 4.2 indicate that 44(61.1%) of the respondents disagreed that project managers/ leaders inspire the project team to collective goals while 14(19.4%) respondents agreed to the issue. Therefore, the findings indicate that inspiring the project team to collective goals and future vision is less practiced.

This indicates that leaders of the construction projects gave less attention to the vision of the company, i.e., to the bigger picture, the long term strategy.

4.3.2 The manager inspires staff by acting as a role model of moral and ethical standards

Table- 4.3: Inspiring by acting as a role model of moral and ethical standards

The manager inspires staff by acting as a role model of moral & ethical standards		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	4	5.5
Agreed	27	37.5
Neutral	4	5.5
Disagreed	24	33.3
Strongly disagreed	11	15.3
Total	72	100.0

The findings in table 4.3 indicate that 27(37.5%) of the respondents agreed that project managers/ leaders inspire staff by acting as a role model of moral and ethical standards while 24(33.3%) respondents disagreed to the issue. Therefore, the findings indicate there is moderate practice by the project leadership to inspire staff by acting as a role model of moral and ethical standards.

4.3.3 Leaders work to make team members feel valued and motivated

Table- 4.4: Team members feeling valued and motivated

Leaders work to make team members feel valued and motivated		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	3	4.2
Agreed	4	5.6
Neutral	4	5.6
Disagreed	51	70.8
Strongly disagreed	10	13.9
Total	72	100.0

The findings in table 4.4 indicate that 51(70.8%) of the respondents disagreed that project managers/ leaders work to make team members feel valued and motivated while only 4(5.6%) respondents agreed to the issue. Therefore, the findings indicate that making team members feel valued and motivated is rarely practiced.

This shows no concern (or very little) to value, treat and motivate workers all the effort seems to be directing to tasks and meeting project goals.

As indicated in literature review earlier, motivating and making workers feel valued, trusted and engaged is quite crucial in the modern, dynamic projects scenario. So, the Ethiopian construction projects should strive for that.

4.3.4 Space to differentiate abilities among team members with individualized attention

Table- 4.5: Differentiating abilities of team members with individualized attention

There is space to differentiate abilities among staff (Individualized attention/ treatment and task assignment)		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	4	5.6
Agreed	8	11.1
Neutral	2	2.8
Disagreed	42	58.3
Strongly disagreed	6	8.3
Total	72	100.0

The findings in table 4.5 indicate that 42(58.3%) of the respondents disagreed that there is space to differentiate abilities among staff with individualized attention and task assignment while only 8(11.1%) respondents agreed to the issue. Therefore, the findings indicate that differentiating abilities among staff with individualized attention and task assignment is found to be less practiced/ rarely practiced.

It further indicates that effectiveness of performance could be enhanced effectively by assigning jobs based on the best qualities of workers but of course balancing efforts with fair rewards so as to make employees take on tasks willingly.

4.3.5 Encouraging creative thinking and new ways of performing task

Table- 4.6: Encouraging creative thinking and new ways of performing task

Leaders encourage creative thinking and new ways of performing task		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	8	11.1
Agreed	23	31.9
Neutral	1	1.4
Disagreed	27	37.5
Strongly disagreed	8	11.1
Total	72	100.0

The findings in table 4.6 indicate that 27(37.5%) of the respondents disagreed that leaders encourage creative thinking and entertain new ways of performing task while 23(31.9%) respondents agreed to the issue. Therefore, the findings indicate that encouraging creative thinking and new ways of performing task is **not well practiced**.

Leaders moderately encouraging creative thinking and new ways of performing task needs to be increased a lot since the case company is a consulting company with much of its work involving design and creativity to excel in the current market. Engineering knowledge and the softwares are also dynamic and demand new and modern ways of performing tasks and solving project problems.

4.3.6 The manager creates proper awareness on important issues

Table- 4.7: Communicating proper awareness on important issues

The manager creates proper awareness on important issues		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	5	6.9
Agreed	36	50
Neutral	3	4.2
Disagreed	26	36.1
Strongly disagreed	2	2.8
Total	72	100.0

The findings in table 4.7 indicate that half of the respondents (36) agreed that project managers/ leaders create proper awareness on important issues while 26(36.1%) respondents agreed to the issue. Therefore, the findings indicate that there is high practice of communicating proper awareness of important issues to the project team. Actually creating awareness is also an attribute to autocratic and bureaucratic leaders, and also transactional leaders.

4.4 Transactional leadership style practices

4.4.1 Tangible rewards provided based on performance and achievement

Table- 4.8: Tangible rewards provided based on performance and achievement

Tangible rewards provided based on performance and achievement		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	5	6.9
Agreed	9	12.5
Neutral	2	2.8
Disagreed	30	41.7
Strongly disagreed	24	33.3
Total	72	100.0

The findings in table 4.8 indicate an interesting fact that 30(41.7%) of the respondents disagreed and 24(33.3%) of the respondents strongly disagreed that project leaders provide staff tangible rewards based on performance and achievement while only 9(12.5%) respondents agreed to the issue. Therefore, the findings indicate that there is less practice of providing tangible rewards based on performance and achievement.

4.4.2 Clarity of rewards and penalty scheme (transparency of which Performance or achievement is rewarded or penalized)

Table- 4.9: Clarity of rewards and penalty scheme

There is clarity of rewards and penalty scheme (transparency of which performance or achievement is rewarded or penalized)		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	2	2.8
Agreed	3	4.2
Neutral	2	2.8
Disagreed	55	76.4
Strongly disagreed	10	13.9
Total	72	100.0

The findings in table 4.9 indicate that 55(76.4%) of the respondents disagreed that there is clarity of rewards and penalty scheme while only 3 (4.2%) of respondents agreed to the issue. Therefore, the findings indicate that the practice of clarity of rewards and penalty scheme is rare showing less transparency of which performance or achievement is rewarded or penalized.

So, this is a huge concern because related studies mentioned in chapter two indicated that clarity of rewards and penalty are one of the most crucial (if not the best) factors of construction projects' success.

4.4.3 High focus on tasks and achieving goals

Table- 4.10: High focus on tasks and achieving goals

Project managers are highly focused on tasks and achieving goals		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	10	13.9
Agreed	27	37.5
Neutral	7	9.7
Disagreed	20	27.8
Strongly disagreed	8	11.1
Total	72	100.0

The findings in table 4.10 indicate that 27(37.5%) of the respondents agreed that project managers are highly focused on tasks and achieving goals while 20(27.8%) of respondents disagreed to the issue. Therefore, the findings indicate that there is moderate (more than average) practice that project managers are highly focused on tasks and achieving goals.

4.4.4 More of task oriented environment than people oriented

Table- 4.11: More data and task orientation than people orientation

Project managers are more of data and task oriented than people oriented		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	8	11.1
Agreed	38	52.7
Neutral	2	2.8
Disagreed	21	29.2
Strongly disagreed	3	4.2
Total	72	100.0

The findings in table 4.11 indicate that 38(52.7%) of the respondents agreed that many of the project managers are more of data and task oriented than people oriented while 21(29.2%) respondents disagreed to the issue. This is an indication of feelings and values of workers is given less attention and leaders are focused more on accomplishing the project tasks (are more of task orientated than people oriented).

4.4.5 The manager takes measures to prevent mistakes from happening

Table- 4.12: Tracking projects proactively and taking measures to prevent mistakes

The manager tracks projects proactively and takes measures to prevent mistakes		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	7	6.9
Agreed	16	22.2
Neutral	9	12.5
Disagreed	20	27.8
Strongly disagreed	18	25.0
Total	72	100.0

The findings in table 4.12 indicate that 20(27.8%) of the respondents disagreed that project leaders track projects proactively and take timely measures to prevent mistakes while 16(22.2%) respondents agreed to the issue. So, the findings indicate that tracking projects proactively and take timely measures is less practiced.

4.4.6 Usually, the manager intervenes when mistakes are made

Table- 4.13: Intervention occurring when mistakes are made

Usually, the manager intervenes and becomes more visible when mistakes are made		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	2	2.8
Agreed	39	54.2
Neutral	10	13.8
Disagreed	13	18.1
Strongly disagreed	8	11.1
Total	72	100.0

The findings in table 4.13 indicate that 39(54.2%) of the respondents agreed that project managers/ leaders often intervenes and becomes more visible when mistakes are made while 13(18.1%) respondents disagreed to the issue. Therefore, the findings indicate that project leaders are more practiced to be involved in passive intervention when mistakes are made

4.5. Organizational Culture- influencing factor

4.5.1 Company provides fair terms of service to the staff

Table- 4.14: Provision of fair and clear terms of service for rewarding achievements.

The company provides fair and clear terms of service for rewarding achievements.		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	3	4.2
Agreed	18	25
Neutral	3	4.2
Disagreed	50	69.4
Strongly disagreed	8	11.1
Total	72	100.0

The findings in table 4.14 indicate that 50(69.4%) of the respondents disagreed that there is provision of fair and clear terms of service for rewarding achievements while one-fourth of respondents (18) agreed to the issue. Therefore, the findings indicate that providing fair and clear terms of service for rewarding clear achievements is less practiced.

Lack of provision of fair and clear terms of service is a great barrier to overall motivation and dedication of team members. So, much work is needed in this area, i.e, achievements and successes should be fairly and clearly rewarded without favoritism or any other cause and should be stated explicitly in terms of service.

4.5.2 Innovative and risk taking culture (Less attention to Procedures and details)

Table- 4.15: Leaders create innovative and risk taking environment

There exists Innovative and risk taking culture in the company		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	8	11.1
Agreed	23	31.9
Neutral	1	1.4
Disagreed	26	36.1
Strongly disagreed	12	16.7
Total	72	100.0

The findings in table 4.15 indicate that 26(36.1%) of the respondents disagreed that Leaders create innovative and risk taking environment while a slightly less 23(31.9%) respondents agreed to the issue. Therefore, the findings indicate that there exists a moderate level of practice create innovative, adaptive and risk taking environment by the leaders/ managers of the company.

Actually, establishing a creative, innovative, adaptive and risk taking environment is a mandatory (not a luxury) for such companies that involve designing, consulting and using up to date technologies. During interviews, this research understood that there is a huge effort put on those innovativeness issues and they are being addressed currently.

4.5.3 Clarity in hiring and developing project leaders/ managers

Table- 4.16: Clarity in hiring and developing project leaders/ managers

There exists a clear way of hiring and developing leaders/ managers in the company		
Variables	Frequency of Responses	
	Frequency	Percent
Strongly agreed	2	2.8
Agreed	11	15.3
Neutral	8	11.1
Disagreed	27	37.5
Strongly disagreed	24	33.3
Total	72	100.0

The findings in table 4.16 indicate that 27(37.5%) of the respondents disagreed that there exists a clear way of hiring and developing leaders/ managers in the company while 11(15.3%) respondents agreed to the issue. Therefore, the findings indicate that there exists less practice clarity of hiring and developing leaders/ managers in the company. Competent leaders should earn positions with a clear procedure, via a certain competitive edge or experience making other team members hope and target top positions with the right mentality (not wishing short-cuts) and work hard.

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 major findings of the study, recommendations, conclusions and suggestions for further studies regarding leadership related studies.

5.1. Summary

The main objective of this study was **to assess the leadership practice** in building construction projects in case of Ethiopian Construction Design and Supervision Works Corporation. The study focused on transactional and transformational leadership styles and most important elements of the two styles. It also assessed barriers to creating effective leadership. After analyzing the information gathered through questionnaires and interviews, the following major findings are presented:-

Regarding the general information, all of the study participants of this study are educated- majority of which have at least a first degree. Half of the respondents were project managers/ leaders or construction supervisors, the rest were either project team members working on technical tasks or top level managements. Most of the participants were youth and energetic. Less regard was seen to having experienced leaders which may create difficulty to develop the leadership attributes needed.

Regarding the leadership styles practiced, both transactional and transformational leadership styles are less or rarely practiced. From the six factors/ attributes analyzed from each leadership styles, two from transformational and three from transactional leadership were found to be practiced. When these findings are further analyzed, those practiced attributes are also not well practiced; just moderately practiced.

Responses from the interview generally provided a good insight of the overall situation in the leadership effectiveness and related bottlenecks to the projects under investigation.

The leadership quality missing most in the projects is basically decision making mainly considering project schedules and less considerate of employees feelings, needs and motivations and sometimes not meeting client expectations. Less effort is put to modernize and make decision making holistic and participative.

A good leadership quality is being seen recently- that is, tracking progresses of the projects earlier in the project phase and strive for early corrections before mistakes are made. This is made through weekly progress meetings and juries.

Organizational culture like motivating and rewarding high performers clearly and in regular intervals is suggested by most respondents of this research to create effective and committed leaders. There is also a need to promote or hire leaders through proper competition so as to get very competent leaders in the industry as a whole.

Transformational Leadership Style Practices;

Four of the six elements of transformational leadership under study are found to be less practiced which indicate less practice of the style in the projects.

- The leaders' attribute of making team members feel valued and motivated is the least practiced attribute.
- Differentiating abilities among staff with individualized attention and inspiring the project team to collective goals are also less practiced attribute.
- Encouraging creative thinking and new ways of performing task is not well practiced. Results also showed moderate practice by the project leadership to inspire staff by acting as a role model of moral and ethical standards.
- The most practiced of the transformational leadership attributes is communicating proper awareness to project team members on important issues.

Encouraging creative thinking and new ways of performing task is crucial in such dynamic and innovative engineering companies and needs to be emphasized a lot.

Transactional Leadership Style Practices;

Three of the six elements of transactional leadership under study are found to be practiced while the other three less practiced which indicate that transactional leadership style is partially practiced.

- Here, clarity of rewards is the least practiced attribute. Clarity of rewards and penalty scheme are rarely seen showing less transparency of which performance or achievement is rewarded or penalized.
- The next least practiced element is providing tangible rewards based on performance and achievement.
- Tracking projects proactively and taking timely measures is also less practiced.

- The most practiced of the transactional leadership attributes is leaders being more of task orientated than people oriented. This shows that feelings and values of workers is given less attention relative to accomplishing the project tasks.
- The next highly practiced attribute is passive intervention when mistakes are made. Most communications, meetings, etc are called after some problem has already happened or looming closer.
- There is moderate practice of highly focusing on tasks and achieving goals.

Here, clarity of rewards and penalty scheme is crucial

Regarding Organizational Culture;

Regarding organizational culture practices, all three of the factors of organizational culture studied were less practiced. The lack of practice in organizational factors that are barriers to creating effective leadership is a clear challenge for implementing and developing successful leadership styles.

The elements of organizational culture practices assessed were less practiced.

- Providing fair and clear terms of service for rewarding achievements is the least practiced organizational culture.
- There is also less practice in clarity of hiring and developing leaders/ managers; i.e., lack of clear procedures.
- There is also less practice of innovativeness and risk taking leadership;

The lack of practice of such organizational culture factors is a huge barrier to creating effective leadership quality and style. Besides, organizational culture of encouraging creativity, changes and new ways of performing tasks are also found to be crucial as supported by previous studies. Moreover, team members' motivation, and commitment is influenced by the organizational culture; hence, it is a clear challenge for implementing and developing successful leadership styles.

5.2. Conclusions

The study focused on transactional and transformational leadership styles and most important elements of the two styles. The emphasis was not to single out which leadership style was practiced but on determining whether the most important attributes from both styles are practiced. This emphasis was well supported by the research findings as no single leadership style stood out to be highly practiced rather a number of attributes from each style were practiced and the majority of the factors

from both were rarely practiced in the building construction projects of the Ethiopian Construction Design and Supervision Works Corporation.

The study findings indicated that crucial transformational leadership attributes like making team members feel valued and motivated is least practiced. Attributes like differentiating abilities among staff with individualized attention, and inspiring the project team to collective goals consecutively are also less practiced. Project leaders should enhance these leadership attributes to proliferate in the company.

The study findings revealed that the most crucial transactional leadership attributes like clarity of rewards is the least practiced i.e., clarity of rewards and penalty scheme is not clear or transparent as to which performance or achievement is rewarded or penalized. Attributes like provision tangible rewards based on performance and achievement. are also less practiced. Project leaders should enhance these leadership attributes to proliferate in the company. There needs to be a massive company-wide effort in practicing these attributes and making the environment favorable for this.

Transformational and transactional leadership styles are complementary and they need to be practiced either independently or sometimes together according to projects' complexity. This is aided by the fact that transactional leadership attributes tend to be fulfilling extrinsic (external and tangible) needs while transformational leadership attributes tend to fulfill intrinsic needs related to values, satisfaction and other life-long needs. As a significant point, utilizing the key attributes of the two styles according to the situation of the projects be it complexity, size or innovativeness is wise and beneficial.

The study findings showed that both leadership styles and their key elements are not practiced well in the building construction projects of Ethiopian Construction Design and Supervision Works Corporation. Of course, the practice of transformational leadership is worse than that of transactional as most transformational leadership attributes studied were found to be lacking or rarely practiced.

The study findings also clearly indicated practicing the important transactional and transformational leadership attributes has a huge barrier/ difficulty in organizational culture. Organizational factors are not allowing such leadership trends.

Project managers in the industry should adapt means of enhancing values linked to organizational culture of creativity and innovativeness, clarity of company procedures including rewards, penalties, hiring & promoting of leaders and other employees. There is also a need to minimize the culture of being focused mainly on the tasks and outputs rather create room to entertain individual workers interests, values, and satisfaction areas.

5.3. Recommendations

Embracing and adopting the most important elements/ factors from both transactional and transformational leadership styles is found to be wise and beneficial especially implementing those vital elements from both styles that are less/ rarely practiced in the industry's projects. This is crucial as transactional and transformational leadership styles complement each other. As transformational leadership style involves the inspiration, motivation and attention to staff and transactional leadership involves task oriented attitude, focusing on meeting objectives through tracking progress and rewarding achievements; so, appropriately mixing the two will be wise and important.

Adopting the most important and tested attributes from both transactional and transformational leadership styles is found to be the most important thing in creating very effective leadership in projects of the building construction industry.

The crucial attributes of leadership are found to be very rarely practiced. Therefore, there need to be a massive effort by the leaders and by the companies as a whole in practicing these attributes and making the environment favorable for this.

Construction companies need to have mix young and highly experienced leaders adequately and set a platform where there is abundance of sharing lessons learnt from past situations in projects.

Most importantly, there should be an effort for instilling intentions of dedication to their work and to their country to the leaders of not only the construction industry but also other disciplines so that they themselves abide to that moral and influence others around them.

Moreover, the companies should have fair selection and recruitment procedures and make sure only the required skills and qualifications are acquired and retained. Very clear rewarding penalizing schemes are mandatory for the successful project management of construction projects.

Most importantly, team members' motivation, satisfaction and commitment are hugely influenced by organizational culture. Hence, the company's cultures of innovativeness, creativity and adaptability gives project leaders and also top managers the platform to implement and practice modern leadership style attributes effectively.

5.4. Suggestions for future studies

Creating appropriate 'leader- employee' relations is very essential in today's dynamic, competitive, innovative and ever-changing business environment; more so is to the large and complex construction projects. A leader is one who is followed by people and not a person that orders people. Effective leadership cannot be created in the industry unless the leaders are equipped with the required leadership attributes

Besides the two leadership styles assessed in this paper, future researches need to include other leadership styles especially autocratic leadership style and also involve the 'Leader-Member-Exchange' theory of leadership as they seem to be practiced in the country's construction industry.

Future studies, especially local ones, need to investigate of the impact of each major leadership attribute on the performance of construction projects. There is lack of such studies in Ethiopia assessing leadership in relation to construction projects.

This research was involved in building construction sector projects; and future studies need to expand to other areas of the construction industry; like the transport and water & irrigation sector construction projects in order to have a more generalizable research on the topic.

Further study is required to investigate which leadership style is successful in which type/ size construction projects. Some previous studies from different countries show that different styles of leadership do not have the same impact on project success in different situations of projects; so further studies relating leadership attributes and project type together with their impact assessment are significantly helpful to the industry and to other projects as well.

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Appendix A:

Questionnaire for team members

Addis Ababa University - School of Commerce

Masters of Project Management Department

This questionnaire is designed to gather data for research purpose entitled “Assessment of Leadership practice in construction projects: A case of Ethiopian Construction Design and Supervision Works Corporation”. Please respond to each question truthfully. 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.

Part A: General Information

1. Kindly indicate your gender..... Male Female
2. Age in Years < 30 31-40 41-50 >50
3. Educational level..... Diploma Degree Masters & above
4. Current position in the company.....
5. Your Work experience in the company.. 0-2 3-5 6-10
10-14 ≥15

Part B: Statements related to transformational leadership

1. The manager inspires the project team to collective goals
Strongly Agree Agree Neutral Disagree Strongly Disagree
2. The manager inspires staff by acting as a role model of moral and ethical standards
Strongly Agree Agree Neutral Disagree Strongly Disagree
3. Leaders work to make team members feel valued and motivated.
Strongly Agree Agree Neutral Disagree Strongly Disagree
4. Team members are assigned tasks equally irrespective of their capabilities
Strongly Agree Agree Neutral Disagree Strongly Disagree
5. Performing tasks in new and different ways are encouraged by the project manager
Strongly Agree Agree Neutral Disagree Strongly Disagree
6. Project leaders create proper awareness on important issues
Strongly Agree Agree Neutral Disagree Strongly Disagree

7. Employees clearly know vision & strategy of the company and feel their role matters.

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. Team members are assigned tasks considering individual abilities and talents

Strongly Agree Agree Neutral Disagree Strongly Disagree

9. Tasks are often performed in a certain way practiced not in different ways

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part C: Statements related to transactional leadership

1. The manager gives a clear reward scheme for tasks in project.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. Project leaders reward achievements and penalize critical mistakes transparently

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. Project leaders focus more on project success than individual interests and values

Strongly Agree Agree Neutral Disagree Strongly Disagree

4. Project managers are more of data and task oriented than people oriented

Strongly Agree Agree Neutral Disagree Strongly Disagree

5. The manager tracks projects proactively and takes measures to prevent mistakes

Strongly Agree Agree Neutral Disagree Strongly Disagree

6. The manager often likes to use power to protect, reward or punish subordinates

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. The top management and project manager are interested in knowing how workers feel

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. Usually, the manager intervenes and becomes more visible when mistakes are made

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part D: Statements related to organizational culture

1. The company provides fair and clear terms of service for rewarding clear achievements.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. There exists a clear way of hiring and developing leader/ managers in the company

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. There exists an environment of innovation and creativity in the company

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part D: Open ended Questions

1. 1. In view of the questions/ issues discussed in this study, which factor do you think is the most practiced in the projects' management

1 _____

2 _____

3 _____

4 _____

2. Please identify the major challenges that create complications to practicality of effective leadership styles (regarding organizational culture, and team member commitment)

1 _____

2 _____

3 _____

4 _____

3. What strategies do you think would fill leadership gaps and help creating effective leadership in the industry?

1 _____

2 _____

3 _____

4 _____

Appendix B:

Questionnaire for Project managers, top managers Addis Ababa University - School of Commerce Masters of Project Management Department

This questionnaire is designed to gather data for research purpose entitled “Assessment of Leadership practice in construction projects: A case of Ethiopian Construction Design and Supervision Works Corporation”. Please respond to each question truthfully. 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.

Part A: General Information

1. What is your position?
2. Educational level..... Diploma Degree Masters & above
3. How long have you been serving ECDSWC?
3. In construction projects; you have been a leader for;
0-2 years 3-5 years 6-10years 11-15years > 15 years
4. Please rate the success of your leadership; where applicable:
Not sure Not Successful Adequate Good Excellent
5. What are the reasons for your success or problems in leading construction projects?

Part B: Statements related to transformational leadership

1. I inspire the project team to collective goals
Strongly Agree Agree Neutral Disagree Strongly Disagree
2. I inspire team members by acting as a role model of moral and ethical standards
Strongly Agree Agree Neutral Disagree Strongly Disagree
3. I and other leaders work to make team members feel valued and motivated.
Strongly Agree Agree Neutral Disagree Strongly Disagree
4. Team members are assigned tasks equally irrespective of their capabilities
Strongly Agree Agree Neutral Disagree Strongly Disagree
5. I encourage performing tasks in new and different ways
Strongly Agree Agree Neutral Disagree Strongly Disagree
6. I create proper awareness on important issues

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. Employees clearly know vision & strategy of the company and feel their role matters.

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. Team members are assigned tasks considering individual abilities and talents

Strongly Agree Agree Neutral Disagree Strongly Disagree

9. Tasks are often performed in a certain way practiced not in different ways

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part C: Statements related to transactional leadership

1. I give a clear reward scheme for tasks in project.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. Team members are rewarded achievements and penalized for mistakes transparently

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. I focus more on project success than individual interests and values

Strongly Agree Agree Neutral Disagree Strongly Disagree

4. I am more of data and task oriented than people oriented

Strongly Agree Agree Neutral Disagree Strongly Disagree

5. I track projects proactively and take measures to prevent mistakes

Strongly Agree Agree Neutral Disagree Strongly Disagree

6. Managers often like to use power to protect, reward or punish subordinates

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. I and the top management are interested in knowing how workers feel

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. Usually, I intervene when mistakes are made

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part D: Statements related to organizational culture

1. The company provides fair and clear terms of service for rewarding clear achievements.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. There exists a clear way of hiring and developing leader/ managers in the company

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. There exists an environment of innovation and creativity in the company

Strongly Agree Agree Neutral Disagree Strongly Disagree

Part D: Open ended Questions

1. In view of the questions/ issues discussed in this study, which factor do you think is the most practiced in the projects' management?

- 1 _____
- 2 _____
- 3 _____
- 4 _____

2. Please identify the major challenges that create complications to practicality of effective leadership styles in construction projects

- 1 _____
- 2 _____
- 3 _____
- 4 _____

3. What strategies do you think would fill the leadership quality gaps?

- 1 _____
- 2 _____
- 3 _____
- 4 _____

Appendix C:

Interview Questions for Project managers, top managers

This questionnaire is designed to gather data for research purpose entitled “Assessment of Leadership practice in construction projects: A case of Ethiopian Construction Design and Supervision Works Corporation”. Please respond to each question truthfully. 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.

I. General information

1. What is your position?
2. How long have you been serving ECDSWC? How long on leadership areas?

II. Statements relating to Transformational Leadership

6. What leadership qualities do you think are missing in the construction industry?
7. How do feel about employees in your project team?
8. Do you think the organization is trying to adopt leadership styles where workers are inspired well and company’s goals are well communicated?
9. What are the challenges of hiring and developing highly qualified, experienced and ethical leaders in the Ethiopian construction industry? Also in the company?

III. Statements relating to Transactional Leadership

10. Do you feel employees are rewarded based on their work?
11. Do you feel you reward your project workers well if they perform excellently in their assigned projects?
12. Do you think you give the project team members tasks that are well suited to their abilities?
13. Do you track progress and strive for early corrections before mistakes are made?

IV. Statements related to organizational culture

14. Do you think team members are truly motivated & committed to their tasks in the project?
15. Does the company provide fair and clear terms of service for rewarding?
16. Is there a clear way of hiring and developing leader/ managers in the company
17. What do you think is the best solution to bring the best leadership in your company?