

**EFFECT OF PROJECT MANAGERS' LEADERSHIP SKILLS AND
STYLES ON CONSTRUCTION PROJECT PERFORMANCE.**

BY

AHANEKU, CHIAMAKA

REG NO: 20154947908

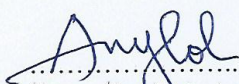
**SUBMITTED TO THE POSTGRADUATE SCHOOL FEDERAL
UNIVERSITY OF TECHNOLOGY OWERRI**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF DEGREE OF MASTER OF SCIENCE (MSc) IN PROJECT
MANAGEMENT TECHNOLOGY**

MAY, 2023

CERTIFICATION


This is to certify that this research: **Effect of Project Manager's Leadership Skills on Construction Project Performance**. A case of Selected Projects in Imo State was carried out by **AHANEKU, CHIAMAKA (Reg. No: 20154947908)** of the Department of Project Management Technology in partial fulfillment of the requirements for the award of the Master of Science (M.Sc.) Degree in Project Management Technology.



.....
Engr. Dr. C. I. Anyanwu
Project Supervisor

31/05/2023

.....
Date



.....
Dr. I. I. Echeme
HOD, PMT

1/6/2023

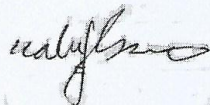
.....
Date

.....
Prof. O. T. Ebiringa
Dean, SMAT

.....
Date

.....
Prof. B. O. Esonu
Dean, PGS

.....
Date



.....
External Examiner

.....
Date

DEDICATION

I dedicate this research to Almighty God for whom I live.

ACKNOWLEDGEMENTS

I wish to express my profound gratitude to my able lecturer and supervisor, Dr. C. I. Anyanwu, for his supervision, guidance and immense contributions towards the successful completion of this research. I also wish to thank him for his constructive criticisms and suggestions made during the course of this research.

I am also grateful to the Dean, SMAT: Prof. O. T. Ebiringa; former and present Associate Dean, Prof. B. C. Asiegbu and Prof. E. C. Ubani respectively; the HOD, PMT: Dr. I. I. Echeme; Engr. Prof F. P. O. Ukwuoma, Prof. G. F. Okorafor, Prof. C. C. Nwachukwu, Prof. E. C. Ubani, Dr. K. A. Okorochoa, Engr. Dr. C. I. Anyanwu, Dr. S. O. Okpighe, Dr. I. I. Echeme, Engr. Dr. (Mrs) U. U. Moneke, Dr. G. C. Enyinna, Dr. B. Amade, Dr. Enyinnaya and to the other lecturers in the department for all your support.

My sincere thanks to my parents, Prof. and Mrs. I. E. Ahaneku for their financial and moral encouragements, without which, I wouldn't have made it this far.

I will also like to thank my beloved husband, Darlington Ekechukwu for being by my side throughout the course of this programme, even when the journey was tough.

To my research assistants, the typist and the library attendants who helped me a lot during the period, thank you.

Finally, the assistance of Austin Akpelu was immense and genuinely appreciated.

TABLE OF CONTENTS

Title page	i
Certification	ii
Dedication	iii
Acknowledgments	iv
Table of Contents	v
List of Tables	viii
List of Figures	ix
Abstract	x

CHAPTER ONE: INTRODUCTION

1.1 Background Information	1
1.2 Problem Statement	4
1.3 Objectives of the Study	5
1.4 Research Questions	5
1.5 Research Hypotheses	5
1.6 Scope of the Study	6
1.7 Justification for the Study	7

CHAPTER TWO: LITERATURE REVIEW

2.1 Conceptual Framework	9
2.1.1 Leadership Skills	10
2.1.2 Leadership Styles	11
2.1.2.1 Autocratic Leadership	12
2.1.2.2 Democratic Leadership	14
2.1.2.3 Transactional leadership	15

2.1.2.4 Transformational leadership	16
2.1.2.5 Participative leadership	18
2.1.2.6. Laissez-Faire Style of Leadership	19
2.2 Theoretical Reviews	20
2.2.1 Participative Theory	21
2.2.2 Path-Goal Theory	21
2.2.3 Situational Theory	22
2.2.4 Leadership Behavior	23
2.2.4.1 Follower Readiness	23
2.2.4.2 Leader-Follower Match	23
2.2.5 Transformational Leadership Theory	23
2.3 Empirical Review	24
2.3.1 Influence of Leadership Style on Employee Productivity	24
2.3.2 Project Performance	27
2.3.2.1 Project Schedule Performance	28
2.3.2.2 Project Cost Performance	29
2.4 Analytical Framework	30
2.4.1 Literature Gap	31
2.4.2 Summary of Literature Review	32
CHAPTER THREE: METHODOLOGY	
3.1 Research Design	33
3.2 Population of the Study	33
3.3 Sample and Sample Techniques	33
3.4 Nature and Sources of Data	36
3.5 Data Collection Technique	36
3.6 Data Analysis Techniques and Statistical Test	36
3.6.1 Model Formation	36

3.6.2	Decision Rule for Testing Hypotheses	39
3.6.3	Variables for the analysis	40
3.6.4	Definition of the Variables Used in the Analysis	41
3.7	Reliability Test	41
CHAPTER FOUR: RESULTS AND DISCUSSION		
4.1	Data Presentation	43
4.2	Primary Data Analysis	43
4.2.1	Univariate Data Analysis	43
4.2.2	Multivariate Data Analysis	46
4.3	Secondary Data Analysis	50
4.4	Test of Hypothesis	53
4.5	Discussion of Findings	53
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS		
5.1	Summary of Findings	55
5.2	Conclusions	55
5.3	Recommendations	56
5.4	Contribution to Knowledge	57
	Reference	58
	Appendix	63

LIST OF TABLES

3.1	Sampling Procedure for the population	34
3.2	Anova for Multiple Regression	39
4.1	Questionnaire Administration	44
4.2	Sex Distribution of Respondents	44
4.3	Marital Status of the Respondents	45
4.4	Academic Qualification	45
4.5	Years of Working Experience	46
4.6	Correlations between the variables	47
4.7	Model Summary	48
4.8	Regression Coefficients of the variables	48
4.9	Ranking of the Project Managers' Leadership Skills and Styles	49
4.10	Sampled Project Performance indices	50
4.11	Cost of Schedule Performances of the road Projects as derived from table 4.9	52

LIST OF FIGURES

2.1	Conceptual framework for our study (Sawyer, 2007)	10
-----	---	----

ABSTRACT

This study investigated effect of project managers' leadership skills and styles on the performance of construction projects in Imo State. The objective was to identify and evaluate the leadership skills and styles that affected the performance of the construction projects in the state with a view to examining their level of significance so as to make a meaningful decision. Primary and secondary data were gathered for the study. Primary data was collected from stakeholders in the construction subsector through the use of a well-structured questionnaire while secondary data were collected from projects files, internet and the library. 225 copies of questionnaire were distributed, where 144 copies were returned and subsequently used for analysis. Regression analysis, Relative Importance Index and correlation analysis were carried out on the data. Upon the analysis, the study revealed that transformational leadership style had the most significant effect with a regression coefficient of 0.775 on the performance of those projects evaluated in our study. This was closely followed by participative leadership with regression coefficient of 0.735 and transactional leadership with regression coefficient of 0.654 respectively. Similarly, the revealed that problem solving skills, effective communication skills and professional expertise skills were all significant in affecting performance of construction projects evaluated in Imo State. In line with the findings from the study, it is concluded that there is a strong positive correlation between project managers' leadership skills and styles and construction project performance in our study population. Drawing from the conclusion, the study recommends that stakeholders in the construction industry should as a matter of urgency ensure that effective project managers' leadership skills and styles are adopted by project managers in order to achieve good project performance.

Keywords: Project Managers' Leadership Skills and Styles; Construction Project Performance.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

“There have been significant theoretical and empirical works carried out on organizational performance across the globe. For some decades now, how leadership affects organizational performance has gained prominence among academics and practitioners” (Al Khajeh, 2018; Bhargavi & Yaseen, 2016; Igbaekemen & Odivwri, 2015; Giambatista, 2004; Rowe et al., 2005). “This is premised on the notion that a style of leadership of an organization has a correlation with organizational performance” (Rowe et al., 2005). “The style of leadership adopted is considered by some researchers to be particularly important in achieving organizational goals, and in evoking performance among subordinates” (Sadia & Aman, 2018; Klein et al., 2013; Berson et al., 2001; Zacharatos et al., 2000; Barling et al., 1996). Associations go through quick changes every day because of different elements. A portion of these variables are outer like contest, worldwide market patterns and mechanical changes. A portion of the progressions over the long haul likewise happen inside the actual associations. Models are representative inspiration, advancement, authoritative culture and human asset strength (Haque et al., 2015; Igbaekemen and Odivwri, 2015; Bass and Riggio, 2006). Every one of these will quite often influence the venture execution of these associations. One key variable that likewise can possibly to a great extent influence an association's undertaking execution is its administration (Ng'ethe et al., 2012; Jeremy et al., 2012). The job of pioneers in guaranteeing superb hierarchical execution can't be over underscored. Satisfactory inspiration, reasonable workplace, pay, proficient correspondence among chiefs and subordinates assume a significant part in advancing this objective. Arranging and

association of work is likewise extremely urgent. It has been contended by certain specialists that the most widely recognized issues influencing hierarchical execution in business and different establishments are helpless disposition to work among labor force, shortcoming just as incapability of pioneers in many spots, however others share an opposite view (Haque, Faizan, and Cockrill, 2017). Authority abilities and style rehearsed by an association have impact on the achievement or in any case of its activities. Administration style in an association is one of the elements that assume huge part in upgrading or impeding the interest and responsibility of the people in the association (Bhargavi and Yaseen, 2016; Obiwuru et al., 2011). Execution keeps on being a main point of contention among hierarchical scientists and representatives will undoubtedly perform well where they are dealt with well (Haque, Faizan, and Cockrill, 2017; Barney, 1997). Javier (2002) has declared that presentation is identical to the well known 3Es (economy, proficiency, and viability) of a specific program or action. Nonetheless, as per Daft (2000), hierarchical execution is the association's capacity to accomplish its objectives by utilizing assets in a proficient and powerful way. Very like Daft (2000), Ricardo and Wade (2001) rather characterize hierarchical execution as the capacity of the association to accomplish its objectives and destinations. Authoritative scholars fight that powerful initiative is one of the main supporters of in general hierarchical achievement (Weber, 2009; Daft, 2000; Pettinger, 2000; Barney, 1997; Kotter and Heskett, 1992; Ricardo and Wade, 2001). Numerous authority hypotheses have been proposed over the most recent fifty years, which are professed to have impacted the general adequacy of associations where they have been utilized. In the cutthroat world with innovative changes inside the business climate, it is imperative that associations utilize initiative styles that empower them to get by in a powerful

climate (Maritz, 1995; Bass, 1997). Without administration, the likelihood of missteps happening increments and the chances for progress become increasingly diminished. The job of a pioneer is indispensable for the endurance and progress of an association. Al Khajeh (2018) and Bhargavi and Yaseen (2016) in their review on administration and hierarchical execution recommend that the job of authority is fundamentally significant for an association to accomplish an undeniable degree of execution. It is fought that associations don't just exist for endurance, yet in addition to support their reality by further developing execution. To address the issues of the exceptionally aggressive business sectors, associations should constantly expand execution by embracing the suitable initiative style. Authority style is a vital determinant of the achievement or disappointment of any association. Pioneers impact, direct, and persuade others to perform explicit errands and furthermore motivate subordinates. Writing recommends that the job of administration is basically significant for accomplishing the presentation of associations. To this end, a few investigations contend that successful position of authority in expanding authoritative execution are blended (Uchenwamgbe, 2013; Hambrick, 2007; Katz and Kahn, 1978).

The significance of administration in associations can't be overemphasized. The idea is basic in to the extent it impacts the present and future food and efficiency of an association. As per Xu and Wang (2008), administration is pivotal to the association as it outlines the vision and mission of an association just as deciding and building up its targets, systems, methods and method for successfully and proficiently accomplishing those destinations. Al Khajeh (2018) recommends that the administration peculiarity is essential in furnishing workers with heading and mental satisfaction to get the best out of them. It is indispensable that an association places unbridled spotlight on authority since it is the pioneers' choices might choose the

contrast between the achievement and disappointment of an association. It is, along these lines, by and large accepted that workers' prosperity radiates from the activities of a compelling pioneer which invigorate the cravings of subordinates, meaning improved venture execution (Khan & Adhan, 2014; Kužnin & Walker, 2017). This study therefore seeks to explore the effect of leadership skills and styles on construction project performance.

1.2 Problem Statement

According to Al Khajeh (2018), “there have been significant theoretical and empirical works carried out on organizational performance across the globe. For some decades now, how leadership affects organizational performance has gained prominence among academics and practitioners.” The job of pioneers in guaranteeing brilliant authoritative execution can't be over underlined. Sufficient inspiration, appropriate workplace, remuneration, proficient correspondence among chiefs and subordinates assume a significant part in advancing this objective. Arranging and association of work is likewise exceptionally urgent. It has been contended by certain specialists that the most well-known issues influencing hierarchical execution in business and different establishments are helpless disposition to work among labor force, shortcoming just as insufficiency of pioneers in many spots, however others share an opposite view (Haque, Faizan, and Cockrill, 2017). Initiative abilities and style rehearsed by an association have impact on the achievement or in any case of its activities. Authority style in an association is one of the elements that assume critical part in upgrading or impeding the interest and responsibility of the people in the association (Bhargavi & Yaseen, 2016; Obiwuru et al., 2011). “Performance continues to be a key issue among organizational researchers and employees are bound to perform well where they are treated well” (Haque, Faizan, & Cockrill, 2017; Barney, 1997).

Sadly, extant literature has emphasized how leadership impacts on organization's performance generally without explicitly stating how leadership skills and styles have affected the cost and schedule performances of construction projects; which are the prime criteria for measuring overall organization's performance. It is against this background that this study is premised. In achieving this, the research hopes to provide answers to the following questions: 1) what are the leadership skills and styles that affect the performance of construction projects, 2), how have the leadership skills and styles affected the performance of construction projects, 3) what is the nature of relationship between the leadership skills and the styles.

1.3 Objectives of the Study

This research is aimed at evaluating the effect of leadership skills and styles on construction project performance in Imo State. Specific objectives include:

1. To identify the project managers' leadership skills and styles that affect performance of construction projects in Imo State.
2. To evaluate the effect of the project managers' leadership skills and styles on the performance of construction projects in Imo State
3. To establish the nature of relationship between project managers' leadership skills and project managers' leadership styles.

1.4 Research Questions

Answers to the following questions will be helpful in this study.

1. What are the project managers' leadership skills and styles that affect the performance of construction projects?
2. How have the project managers' leadership skills and styles affected the performance of construction projects?
3. What is the nature of relationship between the project managers' leadership skills and the styles?

1.5 Research Hypotheses

Ho₁: There is no significant correlation between project managers' leadership skills and style and construction project performance.

Ho₂: There is no significant correlation between project managers' leadership skills and styles.

1.6 Scope of the Study

Geographical Scope: This study focuses only on the effect of project manager's leadership skills and styles on construction project performance in Imo State. Firms in other sectors, such as oil and gas, banking, communication and the financial sub-sectors are also considered. This is done so as to generalize the application of the findings of this study beyond the context of research since project manager's leadership skills and styles are the same irrespective of the firm or sector of the economy where applied. In addition, the study focuses on the performance of 19 construction projects carried out by 15 construction firms in Imo State as stated in table 3.1. The cost and schedule performances of the 19 construction projects were evaluated and the results were also noted.

Content Scope: The study covers 2017-2021 periods only. This is chosen because the study being a cross-sectional research seeks to evoke participants' perception on the research topic as of the years. Variables examined in this study are project manager's leadership skills against project cost performance, project schedule performance and project quality performance as proxies for project performance.

Unit level of Analysis: The units of analysis are the cross-section of construction projects in Imo State, Nigeria. The study draws its data from selected projects carried out by different construction firms in the State. The units of observation however are

members of staff of the construction firms whose perceptions of the variables are gathered.

1.7 Justification for the Study

The discoveries of the review are vital to extend managers as they will get to see how project manager's authority abilities impact the presentation of undertakings in Imo State. This will help them in the choice of undertaking supervisors with the right characteristics that will prompt better execution of the task.

The discoveries of the review will help strategy producers in the field of venture the executives in planning approaches with a point of further developing undertaking administration, as they will be edified on what project chief's initiative abilities mean for project execution. Future researchers and academicians will profit from this review as it will shape the premise just as give writing material to future examination.

The discoveries of this review will add to the assortment of information on the impacts of venture chief's authority abilities on the presentation of undertakings.

Limitations to this study stem from different perspectives. Among them are issues relating to sample and selection. The researcher is skeptical that the population from which the sample size is drawn may not be enough to truly ascertain the impact project manager's leadership skills have on project performance of construction firms in Imo State. This results from the researcher's inability to gain access to the appropriate type or geographical scope of the respondents. This poses a serious limitation to the study.

More so, given the nature of the variables used in this study, it is emphasized that there is no standardized way of measuring project manager's leadership skill and project performance as well as their proxies. Hence, it is a serious limitation

especially when analyzing the nature of relationship between project manager's leadership skills and project performance on construction firms.

In addition, it is almost impossible to generalize the results of this study beyond the scope. It will be wrong to say that this study was carried out in the laboratory where it would be possible to limit certain variables that could impact project performance positively or negatively. These form the geographical and sectorial limitations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

Leadership skills and styles are “an influence relationship which foster safety, trust, and commitment, among leaders and their subordinates who are partners leading to substantive or transforming change that reflects their mutual purpose, shared vision, and common goals.” According to Sawyer (2007), “the need for collaboration is believed to be a result of complexity in today’s organizations.” The collaborative leadership skills/styles framework (CLF) “is appropriately suited for this present time because it is premised on trust which nurtures the establishment of an interlocking network of relationships among people who are labouring to generate a movement leading to organizational transformation.” Components of the CLF that catch the directs of especially the majority rule, transitional, groundbreaking and participative administration styles just as critical thinking, proficient mastery and successful relational abilities incorporate the common vision and shared objectives, encouraging trust and obligation to the association, organization among pioneers and subordinates, common reason, achieving authoritative change, arrangement of interlocking organization of connections and ultimately improving project performance of the organizations.

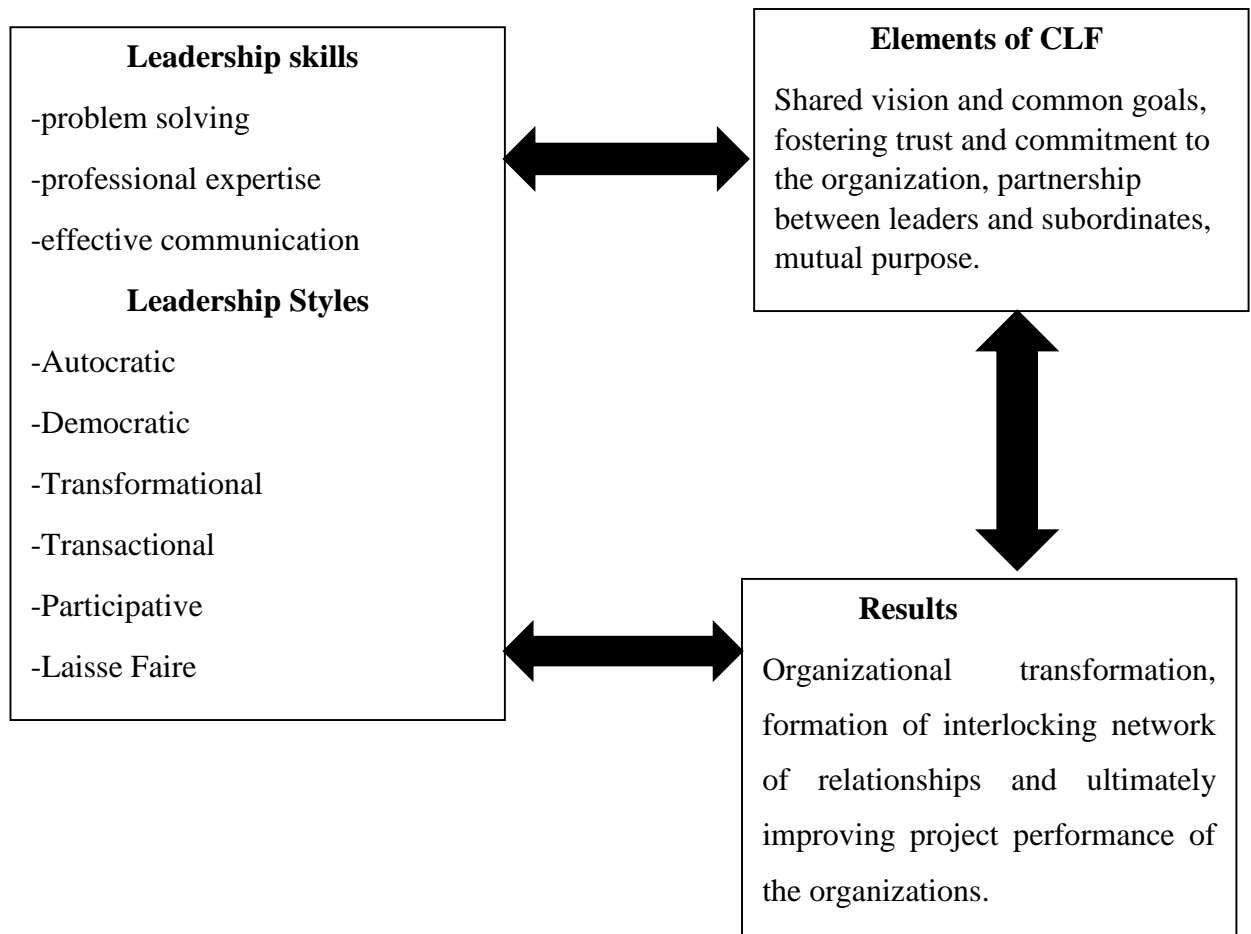


Figure 2.1 conceptual framework for our study (as curled from Sawyer, 2007).

2.1.1 Leadership Skills

According to PMBOK (2017), project manager’s “leadership skills involve the ability to guide, motivate, and direct a team. These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills.” Projects are turning out to be progressively more muddled with an ever increasing number of organizations executing their methodology through projects. Project the board is something other than working with numbers, formats, diagrams, charts, and registering frameworks. A shared factor in all activities is individuals. Individuals can be counted, yet they are not numbers.

Research shows that the characteristics and abilities of a pioneer incorporate however are not restricted to:

- Being a visionary (e.g., help to depict the items, objectives, and targets of the undertaking; ready to dream and decipher those fantasies for other people);

- Being hopeful and positive;

- Being cooperative;

- Overseeing connections and struggle

- Communicating

- Having the option to apply decisive reasoning (e.g., utilization of scientific strategies to arrive at choices) and recognize oneself as a change specialist.

On the contrary, Kiih (2015) states that project manager's leadership skills bother on:

- Problem solving skills

- Professional expertise

- Effective communication

- Interpersonal skills

Among these skills stated above, this research will center on problem solving skills, professional expertise skills as well as effective communication skills as the proxies for project manager's leadership.

2.1.2 Leadership Styles

“Any organization which employs appropriate leadership style(s) couple with other factors in its operation has a higher probability of achieving its organizational goals. An organizational leadership styles go a long way to influence the culture of the

organization.” “This in turn directly or otherwise influences the performance of the organization” (Haque et al., 2015; Klein et al., 2013).

“Researchers in the area of leadership suggest that no one leadership style is better than the other but that styles are dependent on some factors” (Armstrong, 2012; Adair, 2003). They demonstrate such factors to incorporate the kind of association, nature of the assignment, attributes of the people in the pioneer's group, the gathering the pioneer leads overall and all the more critically, the character of the pioneer. To them along these lines, there isn't one initiative style that is viewed as best consistently as a specific circumstance would request one or a blend of various administration styles. Pioneers ought to have the option to know how their authority abilities impact their adherents as it affects the devotees being steady of them or not (Saleem, 2015; Sethuraman and Suresh, 2014). This can affect representative conduct to help their chiefs; devotees or workers who don't have support for their chiefs can be inclined to disappointment which could excite a goal of a representative to leave. A few creators have contended that initiative styles can influence a representative's work fulfillment level and occupation fulfillment is a result of administration style. This can contrarily be related with the expectation of the representative to leave the association (Khan et al., 2014; Welty Peachey et al., 2014).

2.1.2.1 Autocratic Leadership

“An autocratic leader is seen as the one who is very conscious of his position and has little trust or faith in the subordinates” (Luftman, 2004). “Autocratic leaders are classic and bossy in nature. Such leaders desire that their subordinates work according to what they dictate” (Al Khajeh, 2018). Basically, “autocratic leaders retain the decision-making rights with them” (Obiwuru et al., 2011). A totalitarian chief feels that compensation progressed to representatives for work done is a simply reward and just the prize can inspire a worker. This style of administration is

portrayed by individual command over all choices and little contribution from bunch individuals. A review led demonstrates that a dictatorial/tyrant pioneer is described as being self-assertive, controlling, power-arranged, coercive, real, reformatory and with a shut brain (Al Khajeh, 2018; Iqbal et al., 2015; Bass and Bass 2009). Such pioneers pressure dependability and acquiescence and are characterized as the people who settle on choices alone and request severe adherence to rules. The dynamic interaction is unified; dictatorial pioneers assume full liability for choices and control of their supporters' exhibition. Recognition and analysis of supporters assume a huge part in imperious administration. Imperious pioneers normally settle on decisions dependent on their own thoughts and decisions and seldom acknowledge guidance from adherents. Imperious administration includes outright, dictator command over a gathering. Different qualities of absolutist authority include: almost no contribution from bunch individuals, pioneers settle on the choices, bunch pioneers direct everything techniques and cycles and gathering individuals are seldom entrusted with choices or significant assignments. Armstrong (2012) recommends that imperious administration might be valuable in circumstances of crisis, in situations where homogenous work power is involved and where the pioneer is insightful, just and has significant comprehension of the supporters. In such conditions, unique activity might be expected to deflect a likely incident. Among certain inadequacies of imperious initiative is the failure of the subordinates to foster pride of achievement, disavowal of self-awareness or fulfillment from self-realization, and it additionally irritates people and wipes the association of enduring reliability and co-activity. For sure, the despotic style is described by an "I tell" reasoning. That is, an imperious pioneer instructs staff individuals. Despite the fact that this methodology can provide a business an unmistakable guidance, in any case, it might likewise lead administrators to underestimate or overlook input from colleagues (Obiwuru et al., 2011).

Nonetheless, “an autocratic approach is appropriate in some situations. It is valuable when the business faces a crisis or when an urgent problem arises that requires an immediate response” (Bhargavi & Yaseen, 2016). “There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership” (Al Khajeh, 2018). In fact, “most followers of autocratic leaders can be described as bidding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows” (Iqbal et al., 2015; Michael, 2010).

2.1.2.2 Democratic Leadership

“Democratic leadership, also referred to as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This style of leadership dwells on performance and people” (Bhargavi & Yaseen, 2016; Puni et al., 2014). “Democratic leadership style encourages employees to participate in the decision making process of the organization” (Nwokocha & Iheriohanma, 2015). According to Puni et al. (2014), “decision making in a democratic system is not centralized and high performance is recognized and rewarded.” Nwokocha & Iheriohanma (2015) “on the other hand suggest that there is potential for poor decisions to be made by the subordinates as a result of the leader depending on the contributions made by the employees or subordinates.” This can be said to contrarily affect the association and can likewise impel turnover expectation in workers. It is consequently expected that conceptualizing of thoughts and aggregate choices are shown up at by totally concerned. The majority rule administration sounds great in principle yet it isn't unexpected stalled in its sluggish dynamic cycle and the outcomes which could appear to be serviceable would consistently require a ton of time and exertion (Nwokocha and Iheriohanma, 2015). The vote based pioneer takes into account independent direction to be shared by the pioneer and the gathering. Reactions and

gestures of recognition are equitably given and a sensation of obligation is created inside the gathering. Kotter (1995) contended that this type of authority is professed to be soonest among any remaining administration style. The pioneer talks about with subordinates before he gives general or expansive orders from which subordinates go ahead and follow up on (Bhargavi and Yaseen, 2016). The better permits the subordinates opportunity than utilize their drive and make commitments. The pioneers additionally offer help to the subordinates in achieving task. Attributes of popularity based authority include: the way that bunch individuals are urged to impart thoughts and insights, despite the fact that the pioneer holds the last say over choices, individuals from the gathering feel more occupied with the cycle and innovativeness is empowered and compensated. Majority rule administration yields a ton of advantages. Subordinates are urged to share their considerations; it can prompt better thoughts and more intelligent fixes to issues (Sadia and Aman, 2018). Workers likewise feel more included and resolved to projects, making them bound to think often about the final products. It is seen that majority rule administration style prompts higher efficiency among bunch individuals. There are anyway a few disadvantages of vote based initiative. In circumstances where jobs are muddled or time is of the substance, vote based authority can prompt correspondence disappointments and uncompleted ventures. At times, bunch individuals might not have the important information or skill to settle on quality commitments to the dynamic cycle. Vote based administration works best in circumstances where bunch individuals are gifted and anxious to share their insight. Have a lot of time to permit individuals to contribute, foster an arrangement and afterward vote on the best strategy.

2.1.2.3 Transactional leadership

“The transactional leadership style is a sanction and reward leadership model where the leader converses the need and the resultant compensation for fulfilling that need”

(Kužnin & Walker, 2017) “as well as the corresponding chastisement for failure. For positive performance, the subordinate is rewarded in a material or non-material way while negative performance is punishable” (Kužnin & Walker, 2017) “through several overt and covert practices. Groves (2014) argues that a leader is said to be a transactional one when he/she, most of the time, offers something to reciprocate positive behaviour. This might include rewards such as promotion, salary increase, performance reviews, and expanded job responsibilities.” “One unique attribute of transactional leadership is the reward expectation hence the style is the exchange of targets and rewards between the management and the lower level employees” (Kužnin & Walker, 2017).

Groves (2014) “further notes that transactional leaders inspire people to take an interest in themselves. As a result, such leaders can minimize workplace anxiety by concentrating on specific business priorities such as high quality, productive customer support, cost reduction and output increase.” Longe (2014) “argues that the transactional leadership approach could be effective in banks. The short-term existence of transactions involving the temporary exchange of gratifications can, however, generate a sense of dissatisfaction between bank leaders and their employees.” “Research has established that the effects of transactional leadership on organizational performance may be both positive and negative.” For example, Longe (2014) “established that the transactional leadership style resulted in a positive effect on organizational performance in some banks in Nigeria. The author further established that the style also assisted in creating, optimizing, and sustaining employee capabilities as these employees frequently succeeded in achieving tangible and intangible rewards.” “The same author further observes that transactional leadership also fosters a forceful vision that improves the overall performance of the organization.”

In contrast to the above finding, Sofi and Devanadhen (2015) “argue that transactional leadership does not directly affect an organization’s performance as it discourages creativity and innovation among staff leading to low performance. The impact of transactional leadership depends on the organizational context and how it is applied.”

2.1.2.4 Transformational leadership

According to Jyoti and Bhau (2015), “transformational leadership is a process that motivates followers by appealing to higher ideas and entrenched internal moral values which the leader uses to motivate followers to act in a manner that sustains organizational rather than self-interest.” Puni et al. (2018) “assert that a transformational leader identifies subordinates’ needs which he/she seeks to meet with full involvement of followers.” However, Jyoti and Bhau (2015) “suggest that good leaders adopt a marriage of transactional and transformational leadership so that they complement each other.”

Chan and Mak (2014) “assert that transformational leadership hinges on the personality and capability of the leader to effect positive change by articulating a motivating vision and energizing goals which enhance employee performance.” Zwingmann et al. (2014) “posit that the central idea underpinning the transformational leadership theory is the belief that transformational leaders change the values, beliefs, norms, and attitudes of followers thereby influencing them to perform above the threshold outcome specified by the organization.” Sun et al. (2014) “reinforce this view suggesting that transformational leadership is inspirational, and leaders can effectively change followers’ beliefs, thoughts, and behavioural tendencies for the benefit of the organization.” “The authors believe that transformational leaders achieve that change by assisting followers to appreciate the criticality of the collective and how organizational outcomes positively influence employees’ performance.”

Al Khajeh (2018) supports the above view contending that groundbreaking administrators center around the improvement of a conventional worth framework for the association's workers hence redesigning representative ethical quality, abilities, and motivation. The creator further proposes that groundbreaking authority turns into the way between the pioneers and their subordinates in the advancement of an agreement that is connected to the uplifting level, the qualities, and the profound situated interests of the laborers in this manner upgrading worker and group execution.

Through assessing how administration's impact on the prosperity of individual specialists (the shared assessments of laborers about authority) is and regardless of whether extraordinary and value-based pioneers have better representatives, Zwingmann et al., (2014) found that giving a decent environment of groundbreaking initiative is associated with better insight. By and large, a typical vision and explicit needs, obligations and grants in the work environment are critical to advance the prosperity of representatives.

Wang et al. (2011) and Sofi and Devanadhen (2015) accept that groundbreaking administration essentially influences authoritative execution through its impact on representative inspiration, consequently resolve, which thus improves worker exertion. Moreover, a huge positive connection between groundbreaking initiative and execution of groups at hierarchical level has been recorded by a few specialists (Xu and Wang, 2008; Wang, et al., 2011; Sofi and Devanadhen, 2015). Xu and Wang (2008) further note that this relationship is an aftereffect of upgraded worker execution radiating from further developed abilities, capacities, expertise and motivation of representatives which are completely coordinated towards positive conduct that advances hierarchical interests. The review completed by the previously mentioned specialists uncovered that groundbreaking authority works on the overall movement of the adherents which improves their work execution and result. It is the

quintessence of this review to affirm assuming that this was without a doubt the case at the chose bank.

2.1.2.5 Participative leadership

Puni et al. (2018) “postulate that participative leadership is the procedure of making combined decisions or sharing responsibilities in decision-making between the authorities and employees and that it involves consulting with subordinates and evaluating their opinions and suggestions before the manager makes any decision.” “It is associated with consensus, consultation, delegation, and involvement” (Sofi & Devanadhen, 2015). “Scholars affirm that this leadership style has many benefits.” Bell and Mjoli (2014), “for example, argue that it is likely to enhance the appropriateness of decisions while contributing to the quality of employees’ work lives.”

Puni et al. (2018) “assert that the participative leader exhibits consultative behaviour such as imploring subordinates for ideas prior to making an ultimate decision although the leader retains the final authority.” Furthermore, “the participative leader shares duties with subordinates by including them in the decision-making process such as the preparation, decision-making, and implementation phases” (Northouse, 2014; Quick & Nelson, 2013). “Research suggests that employees who are involved in decision-making become more motivated, self-directed and exhibit an inspired team spirit that enhances organizational performance” (Hersey & Blanchard, 2010). The principle accentuation of participative administration is on interview with supporters prior to settling on key hierarchical choices. Subsequently, it is contended that welcoming workers on board when settling on choices about the organization's future reinforces the current connection among them and the authority. This prompts the pioneers acquiring regard from their representatives and imparts a feeling of obligation in the labor force (Jones, 2013).

The advantages related with participative administration remember expanded trust for the pioneers by their subordinates (Quick and Nelson, 2013). Pioneers who simply decide while keeping representatives in obscurity might lose the trust of their subordinates (Jones, 2013). Including representatives in the association's dynamic cycle empowers pioneers to carry straightforwardness to the working environment which improves worker assurance and authoritative execution (Quick & Nelson, 2013).

2.1.2.6. Laissez-Faire Style of Leadership

“Laissez faire is a French phrase which means ‘let it be’ and it is also known as the ‘hands off style’” (Nwokocha & Iheriohanma, 2015). According to Gill (2014), “it means leaving subordinates to complete tasks and jobs in the way they choose without adherence to any strict policies or procedures.” Bass (1985) “describes the laissez faire leadership style as one in which the leader has no belief in his own ability to supervise.” “He further states that the leader has no clear set goals towards how they may work, does not help the group in making decisions and so leaves too much responsibility with subordinates.” According to Puni et al. (2014), “the laissez-faire leader avoids controlling his employees and so only relies on the few available employees who are loyal to get a task done.” “It is argued that laissez faire leaders do not believe in employee development as they believe that employees can take care of themselves” (Puni et al., 2014). “This leadership style cannot be said to be operational in the banking sector or Non-Governmental Organizations which require that both the leader and subordinates have an input in the decision making process and completion of tasks to ensure the success of the organization.” This is characterized as a style of authority where pioneers will not decide, are not accessible when required, and decide to assume no liability for their absence of administration capacity. Free enterprise pioneers don't utilize their power and try not to make moves. It is viewed as a uninvolved and insufficient type of authority. This

style inclines toward the establishment of a casual working air; it cuts down confidence and lessens productivity of the gathering. With this sort of initiative style, pioneers endeavor to pass the obligation of dynamic cycle to the gathering. The gathering is inexactly organized as the pioneer has no trust in his administration capacity. A free enterprise pioneer may either not intercede in the work undertakings of subordinates or may totally stay away from obligations as a better and is impossible than put in energy to assemble a relationship with them. Free enterprise style is related with disappointment, uselessness and ineffectualness (Deluga, 1992). This in any case, is disputable. Decision making under this style of administration is performed by whoever that will acknowledge it.

2.2 Theoretical Reviews

This study was guided by the following leadership theories; participative, path-goal, situational and transformational leadership theory:

2.2.1 Participative Theory

“The participative leadership theory is premised on a leadership style that encourages input, contributions and participation from employees and team members. The theory’s roots can be traced back to the early 1930s when the results of an experiment conducted at the Hawthorne Works in Illinois, US, were analyzed by Elton Mayo and others.” The test was pointed toward tracking down ways of further developing plant usefulness, albeit the discoveries related more to inspiration. The discoveries identifying with participatory initiative saw light during the 1950s when analyst Henry A. Landsberger analyzed the first examinations drove by Mayo. Landsberger observed that specialists' usefulness expanded during cooperation in the examination since they were being noticed. This had been named as the Hawthorne impact. As indicated by Crane, the trials show that when workers feel upheld through perception and cooperation, they are more fulfilled and along

these lines efficiency increments. Participative pioneers give relevant data to subordinates and urge input and commitments to work with independent direction. Participative initiative outcomes in expanded partner cooperation, coordinated effort and responsibility; this frequently brings about further developed direction, simple reception and execution of choices taken (Dalluay and Jalagat, 2016; Ispas, 2012; Iqbal et al., 2015; Mulki et al., 2015). Enemies of this hypothesis rush to bring up that it uses more assets, requires more opportunity to show up at choices and is vulnerable to inclination when the pioneer is given a wide scope of options. Participative administration flourishes in associations with low power distance culture subsequently its notoriety in the United States and other Western-impacted associations.

2.2.2 Path-Goal Theory

“The Path-Goal leadership theory is based on the Vroom expectancy theory in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.” “The path-goal theory was developed by Martin Evans in his 1970 paper, ‘The effects of Supervisory Behavior on the Path-Goal Relationship’ and was refined by Robert House in his 1971 paper, ‘A Path-Goal Theory of Leader Effectiveness.’” According to House (1971) & Malik (2013), “the theory is based on specifying a leader's style or behavior that best fits the employee and work environment to achieve a goal”. Simplistically, “this theory can be explained as that leadership style whereby a leader exhibits certain contextual behaviors that align the follower’s goals with the organization’s goals and direct the followers to choose the best paths to achieve these goals” (Malik, 2013). “The goal of this leadership style is the improvement of employee productivity by focusing on employee satisfaction and motivation. The Path-Goal theory posits that leaders may not only use varying behaviors with different subordinates but might use different behaviors with same

subordinates in different situations” (Richard 2012 cited in Malik, 2013). The hypothesis places that pioneers might utilize various practices with the subordinates in a comparable circumstance or potentially utilize changing practices with similar subordinate in various circumstances. Way objective hypothesis proposes that relying on subordinates, and circumstances, distinctive initiative practices will expand acknowledgment of pioneer by subordinates; level of fulfillment; and inspiration to further developed execution.

2.2.3 Situational Theory

“Situational leadership theory is a contingency theory whereby leadership is fluid and varied; the leader adopts a leadership style that best suits the existing situation or circumstance.” Various circumstances and workers might require diverse authority styles for example a vote based initiative style is most appropriate when representative information and investment is required (say for instance another pioneer may require the contributions of his more experienced group in settling a circumstance) while a dictatorial authority style may be needed in an association or group with high power distance culture (for example a recently advanced general in the military). Initiative viability under the situational authority hypothesis is reliant upon administration conduct, supporter status and pioneer devotee match (Luo & Liu, 2014; Graham & Trendafilova, 2016).

2.2.4 Leadership Behavior

“Supportive (relationship) behavior and directive (task) behavior are the two main leadership behaviors under situational leadership.” Steady conduct includes the pioneer taking to a greater degree a help job by looking for subordinates' thoughts and commitments and guaranteeing subordinates feel remembered for the dynamic cycle while mandate conduct is more undertaking focused and includes management, giving guidance, utilizing single direction correspondence and walk-throughs to set and explain how targets ought to be accomplished.

2.2.4.1 Follower Readiness

“Follower readiness as the name implies is the measure of the responsiveness of a subordinate to his leader. The major influencing factors of follower readiness are ability and willingness. Ability is concerned with the competence of the subordinate to successfully execute assigned tasks while willingness is the degree of readiness to perform assigned tasks” (Graham & Trendafilova, 2016).

2.2.4.2 Leader-Follower Match

“Leader-follower match is the focal point of situational leadership theory and is concerned with the leader’s adoption of a leadership style most appropriate for the prevailing situation after taking into consideration the follower’s level of readiness” (Luo & Liu, 2014). “Situational leaders inspire trust and motivate their followers to improved productivity by proactively altering their behaviors to suit existing situations and help their followers maximize their potential.”

2.2.5 Transformational Leadership Theory

“The transformational theory also known as relationship theory focuses on the connections formed between leaders and followers. This theory is premised on a leadership style that inspires followers to improved performance by focusing on the wants and needs of the organization as well as the personal concerns of its members” (Munir & Aboidullah, 2018). “Leadership effectiveness under this theory is dependent on individualized consideration, intellectual stimulation, inspirational motivation and idealized influence” (Bass, 2000 cited in Ewell, 2018 and Getachew & Erhua, 2018). According to several researchers (Ewell, 2018; Getachew & Erhua, 2018), “Idealized influence refers when transformational leaders act as a role model to their subordinates such that the followers identify themselves to a high level of morale and enthusiasm to fulfill the demands of leader whom they respect, admire and trust” (Bass, 2000). “Inspirational motivation highlights leaders' motivation and inspiration of followers by giving self-worth for their contribution and setting

challenges to their followers” (Bass & Avolio, 2000). “Intellectual stimulation is encouraging followers to do tasks distinctly by being innovative and creative. Individualized consideration refers to giving special attention to the needs of every individual follower for their achievement and personal growth” (Bass, 2000:34). “Leaders using this approach can motivate others, ‘to want to change, to improve, and to be led’ and possess high ethical and moral standards” (Hall, 2002 cited in Ewell, 2018).

2.3 Empirical Review

2.3.1 Influence of Leadership Style on Employee Productivity

Fruitful associations consistently try to draw in, hold and foster pioneers who can inspire their subordinates to meet as well as surpass execution assumptions and are sufficiently adaptable to react to changes inside and outside their current circumstance. Rehman et al. (2018's) investigation of initiative styles, hierarchical culture and workers' efficiency: Fresh Evidence from Private Banks of Khyber-Pakhtunkhwa, Pakistan was embraced with an essential target of researching the effect of authority styles and authoritative culture on representatives' usefulness. Both subjective and quantitative examination strategy was utilized in showing up at the exploration observing that a huge positive relationship exists between representatives' efficiency and a few initiative styles, for example, laissez-reasonable, conditional and groundbreaking administration styles. The concentrate additionally places that neither despotic nor a popularity based style of initiative has a huge positive relationship with workers' efficiency. This review has some conspicuous restrictions including the utilization of a little example size, helpless poll reactions and impediment of the examination work to Pakistan and its intrinsic power distance culture. Ajibade et al. (2017) analyze administration style and representatives' exhibition in Nigerian Federal Polytechnic: an investigation of

Federal Polytechnic, Ilaro, Ogun State. The fundamental goal of this review incorporates distinguishing the connection between initiative style and worker's presentation utilizing essential and auxiliary examination information. The review presumes that there is a huge connection between authority styles and worker's exhibition in Nigerian Federal Polytechnics. The concentrate further recognizes that the achievement or disappointment of an association relies upon its chiefs and the authority style embraced inside the association. Marcus et al. (2017) concentrated on the effect of administration styles and worker execution in Nigerian higher establishments. The review used essential and auxiliary information using surveys and writing audit separately. The review uncovered that administration style influences representative execution, requirements and objectives. Singh (2015) inspected initiative style and representative usefulness: a contextual analysis of Indian financial associations. The review utilized a quantitative way to deal with accomplish the exploration objective of understanding the connection between initiative styles and representative usefulness with an accentuation on private and unfamiliar banks in India. Information were gathered utilizing self-managed surveys; a sum of 300 (300) polls were conveyed with a reaction pace of 69%. The discoveries of the examination demonstrated that in spite of the fact that pioneer initiative style further develops worker efficiency, the overarching power distance culture in the association should be viewed as while picking a fitting administration style for example in India where there is a high-power far off culture, value-based initiative style is proper for further developing representative usefulness while groundbreaking authority style is more qualified for the (western-impacted) unfamiliar banks.

Chodhury and Gopal (2014) investigated how authority styles impact representative inspiration in India's driving oil organization. Overview procedure and survey of existing writing were utilized to source essential and optional exploration

information separately. The exploration inferred that groundbreaking and value-based authority styles were the most prevailing initiative styles and that diverse administration styles sway worker inspiration in a wide range of ways. The discoveries of this exploration work are not all encompassing as it is restricted to one organization from the Indian oil area; extra examination work should be done before the exploration finding can be reached out to a bigger populace. Obasan and Banjo (2014's) investigation of the effect of initiative styles on representative execution utilized the (Nigerian) Department of Petroleum Resources as a contextual analysis. The paper zeroed in on select initiative styles and what these styles mean for worker execution and utilized essential information produced by sending 100 surveys through a separated arbitrary choice of respondents. The review analyzed the impact of conditional, groundbreaking, and free enterprise authority styles have on worker execution and presumed that groundbreaking administration style is the best initiative style and suggests that "chiefs should utilize a greater amount of groundbreaking authority to achieve more elevated levels of authoritative responsibility, OCB and occupation fulfillment" (Obasan and Banjo, 2014). Pradeep and Prabhu (2011) investigated on the connection between compelling initiative and worker execution.

The scientists acquired exploration information by sending 200 and fifteen (215) overviews across seven organizations in India's private and public area; 199 studies were returned addressing a reaction pace of 92.56%. The outcome showed that while administration is emphatically connected with representative execution, there is no all around OK end concerning what compelling initiative is. Different factors like social contrasts, worker demeanor and assumptions, authoritative approaches and power distance all impact the viability of initiative practice.

The current writing investigated in the past segment traverses a few nations and businesses; going from India to Pakistan and Nigeria and covering the banking,

instruction, oil and gas and the Indian public and private areas. Important to this review is the lack of data on development projects in Nigerian. The discoveries and proposals of the inspected writing uncovered that the investigation of authority conduct and its impact on representative efficiency has enormous potential for workers and authoritative execution anyway there is a requirement for extra exploration on the development area. This review looks to add to the current group of information from a development area in Imo State.

2.3 2 Project Performance

“The common assessment of the success of construction projects is that they are delivered on time, to budget, to technical specification and meet client satisfaction” (Turner, 1993). However, “the criteria for success are in fact much wider, incorporating the performance of the stakeholders, evaluating their contributions and understanding their expectations.” Ai-Shaaby & Ahmed (2016) revealed that measurement of project success and performance is dependent of the performance of the triple constraint of cost, schedule and quality which in some instances is replaced with scope. In their study, it was revealed that schedule performance had 65%, followed by quality performance with 60%. Cost performance recorded 55% respectively. In line with this revelation, out study will focus on measuring project performance in terms of schedule and cost respectively.

2.3.2.1 Project Schedule Performance

“The delays on the delivery of construction projects are seen as one of the most frequent problems in the construction industry” (Al-Karashi and Skitmore, 2009). The fallout of postpones influences all individuals and associations engaged with the undertaking. This is particularly valid for the proprietor's business since deferring the startup of the venture will block acquiring the normal undertaking income and will increment monetary expenses.

Moreover, the proprietor might confront a few different challenges coming about because of the responsibilities accepted dependent on the conveyance date set up in the agreement (Marzouk et al., 2008). Then again, delaying the task execution time typically brings about project workers that need to manage cost invades due generally to the accompanying causes: additional costs on administration faculty, cost accelerations of materials, increment of monetary expense, suffering agreement consequences, and so forth (Singh, 2009). Additionally, given the standard cutthroat climate in the development business, workers for hire that neglect to finish projects on time might get their standing hurt and become obstructed to get new agreements. Solls and Corona-Suarez (2016) did a review on project using time effectively and plan execution of development projects in which fourteen school development projects executed by a public office in the Yucatan Peninsula, Mexico was overviewed. These activities were observed during the development deliberately work to quantify two unique factors: the level of utilization of cycles identified with Project Time Management and the undertaking execution in regards to convenient finishing. The outcomes exhibited there is measurable reliance between these two factors. For this situation, it was found that the tasks that achieved convenient fulfillment were likewise those wherein a large portion of the suggested arranging and controlling cycles had been executed.

2.3.2.2 Project Cost Performance

Performance markers are quantifiable pointers that exhibit the degree of accomplishment in an undertaking. They give data to the leaders to quantify execution and contrast them and the planned results, results, objectives, and goals, and are picked to mirror the basic achievement elements of a venture. Cost is one of the main pointers to think about when estimating project worker execution. Cost is

characterized as how much the overall conditions advance the consummation of a task inside the assessed financial plan (Bubashait and Almohawis, 1994). Project all out cost isn't simply restricted to delicate aggregate yet additionally incorporate expense of varieties, and cases. Project all out cost is the absolute expense caused in a task from origin to finishing. Cost execution can be measure by contrasting agreement aggregate and complete venture cost to build up in case there is cost reserve funds or cost invade. Cost can be estimated as far as unit cost, level of net variety over the last expense (Chan and Chan, 2004). Project execution is by and large seen as blend of three variables comprises of cost, time and quality. Estimating execution of development project effective or disappointment relies upon whether it accomplishes what is required or anticipated. Cost execution is very significance in task to quantify the achievement of activities starts. The effective or disappointments of tasks in development industry rely upon proprietors discernment towards the real development cost and assessed target. Whenever cost project not exactly the genuine arranged expense, the task pronounced to be fruitful. Cost execution is the most significance mark of undertaking a positive outcome utilized by all gatherings.

It presents the organizations benefit as well as the efficiency associations anytime during the development processes. Indeed, there are numerous models and examination angles that can be utilized to gauge the effective and disappointment of any development project. The previous scientists had alternate points of view to gauge the achievement and disappointment projects. Many causes and factors were recognized by specialists measure the task as indicated by work execution and a few standards perspectives in development work and to guarantee that project more achievement, each venture member should distinguish and foster successful administration rehearses that add to better execution in their significant association in the development cycle. By and large, the jobs will be providing for all gatherings that will include in development like specialists, workers for hire, subcontractor, and

development supervisors, etc. They will be mindful to guarantee the work execution and others execution directed with discipline and models rules, they need to stay away from the disappointment of tasks. Previous studies had identified some causes and factors called "attributes" for measuring the failure and success projects. All causes or factors much to affecting the performance in project consist of time, cost and quality of works. This research only presents the factors that influencing cost execution in development projects in Malaysia. In development industry, the outcomes show that in cost execution for the most part rely upon the administration of development assets, spending plan the board, development technique and correspondence. Researchers have identify some critical attributes that affecting the cost performance when all criteria and management work for project unsuccessful followed by firms. The most important to all parties to follow the right ways or finding strategy or any method to avoid the failure and carry on the successful of projects. The critical attribute of failure or success project affecting the cost performance and must to be solved to ensure that success of the project. If these critical attribute not to solved or handled, it with no doubt makes a project failure and properly maybe give much loss to firms. All parties that participated in projects should be taken an action to handle critical attributes and avoid failure of project that will be affecting many thing especially cost performance. The attributes that have identify by researcher mostly give to successful in project and need to improvement to develop more effective management in construction project and efficiency in project implementation.

2.4 Analytical Framework

According to Chataigner (2007), “analytical framework is used as it:

-Underpins, supports and guides the collection, collation, storage and analysis of data by identifying key analytical outputs and products at each step of the analysis.

- Provides a way to organize what data to collect and how to analyze it.”
- “Supports a common analysis of where deficiencies and gaps have the most severe humanitarian outcomes or present the greater risks and identify which geographical areas and population groups are a priority for intervention.”
- “Serves as a communication tool and a driver for collaboration between humanitarian actors and is used as a reference throughout the process.
- Is used to identify what information will be useful for analysis and what can be discarded.”

In line with this explanation, our analytical framework will involve stating out the project managers’ leadership skills and styles that are relevant within the context of our research, the collaborative leadership framework and the result of our analysis as it concerns cost and schedule performance criteria. Data are collected on the problem solving, professional expertise, effective communication, Autocratic, Democratic, Transformational, Transactional, Participative, Laissez Faire (proxies of project managers’ leadership skills/styles) as well as cost and schedule variants (as proxies for project performance). Regression and correlation analyses are carried out on the variables so as to quantitatively establish the nature of relationship existing between them.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

Considering the nature of this study, quasi-experimental research design is used in this study. The method is selected because the research is an empirical intervention study used to estimate the causal impact of an intervention (here taken as the project manager's leadership skills) on target population (which in this case refer to construction project performance) without random selection. Again, the design helps to truly ascertain the effect of project manager's leadership skills on construction project performance without randomly selecting the outcome of the intervention. More so, "a positivist paradigm was adopted in this study. Positivism involves placing an emphasis on a quantifying phenomenon through statistical analysis and generalizing the findings. The research design which suits positivism, and was adopted for this study, is a survey." "A quantitative research methodology was used to collect numerical data for analysis. This form of methodology is usually associated with hypothesis testing hence some hypotheses were tested as indicated in 1.5"

3.2 Population of the Study

The population for this study includes all the construction projects in Imo State. Copies of the questionnaire are however distributed to personnel of those construction firms that are seen operational within the last 3years.

The respondents from the construction firms are made up of different members of staff of different categories as well other personnel at their different construction sites in Imo State.

3.3 Sample and Sample Techniques

20% (15 professionals) from each of the 15 construction companies were set aside as the population of this study. The result gave a total of 225 personnel. The sampling

procedure for the population of the study is as presented in table 3.1 below. Construction professionals that are involved in this survey comprised of Quantity Surveyors, Civil Engineers, ICT Professionals, Project Managers and Architects. The choice of this class of construction personnel is made on the basis that the firms from which they are selected are well established and the personnel are permanently engaged in the operations of the construction firms. The decision to focus on Owerri is based on the fact that most of the construction firms have their presence in the area.

Table 3.1 Sampling procedure for the population

S/N	Construction companies	Quantity Surveyors	Civil Engineers,	ICT Professionals	Project Managers	Architects
1	Zerock Nig Ltd	3	3	3	3	3
2	CCECC	3	3	3	3	3
3	SPDC	3	3	3	3	3
4	Arab Contractors	3	3	3	3	3
5	Blez Integrated Services	3	3	3	3	3
6	Headoarc Assoc Ltd	3	3	3	3	3
7	Hermes Paving & constr. Ltd	3	3	3	3	3
8	Tangent Ltd	3	3	3	3	3
9	Trekschen Engr.	3	3	3	3	3
10	Zabdiel Nig Ltd	3	3	3	3	3
11	CMA Arch & Building Constr Services	3	3	3	3	3

12	Creastville Nig Ltd	3	3	3	3	3
13	Don-Remy Constr Services	3	3	3	3	3
14	IDEAL Architects & Engr	3	3	3	3	3
15	Rytegate Constructions.	3	3	3	3	3
16	TOTAL	45	45	45	45	45

The researcher however could not sample the entire population (225 personnel) resulting from several limitations. As a result, Yaro Yemeni method of sampling was employed in determining the sample size. The procedure is as expressed in the formula below. $n = \frac{N}{1+N(e)^2}$

Where n = sample size to be determined

N = Population for the study = 225

e = error margin (level of significance) = 0.05²

1 = constant

Applying the above formula in determining the sample size for this study will result in the following

$$n = \frac{225}{1+N(0.05)^2}$$

$$n = \frac{225}{1+225(0.0025)}$$

$$= 144$$

With this result, the sample size for this study is 144.

3.4 Nature and Sources of Data

The nature of data for this study is non-parametric. This is obtained from a primary source. Primary source of data include responses to a well-structured questionnaire that solicited responses to project manager's leadership skills and styles and their effect on construction project performance in Imo State. In addition to this, the study made use of secondary data which was obtained from the projects' documented files as provided by the personnel of the construction firms, the library and the internet.

3.5 Data Collection Technique

The non-parametric data for this study is collected by administering a well-structured questionnaire to the managers and staff of the construction firms surveyed in Imo State. In line with the arrangement, the variables in the questionnaire are formed in a way that they show how the project manager's leadership skills and styles affect performance of construction projects. Respondents are asked to rank all the statements according to how they perceive them using the 5-point Likert Scale.

3.6 Data Analysis Techniques and Statistical Test

Data obtained from the respondents to questionnaire were presented using frequency tables and charts. For the analysis of the data collected from the study, multiple regression analysis and Severity relative index were used. These helped to determine the association or how related the dependent and independent variable are in justifying the outcome.

3.6.1 Model Formation

The data collected were analyzed and modeled using Multiple Regression Analysis (MRA) involving coefficient of multiple correlation (R), coefficient of determination (R^2), and the F-test. The result of the Multiple Regression Analysis was used to develop a model that was used to in drawing conclusions and

recommendations. The data analysis was thus conducted in following ways; The tests of significance of the derived models were carried out through a combination of F – test and t – test. In doing this, we formulated 2 regression models of the form:

$$Y_i = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + e_0 \dots\dots\dots (3.1a)$$

$$Y_{ii} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + e_0 \dots\dots\dots (3.1b)$$

Where: Y_i = Project cost performance;

Y_{ii} = Project schedule performance

$X_1, X_2 \dots X_n$ = identified project managers’ leadership skills and styles.

$b_0, b_1, b_2, \dots b_n$ = coefficients to be estimated.

e_0 = Error margin in the estimation.

The regression coefficient (b_i) is estimated using the formula:

$$b_{1a} = \frac{\sum X_1 Y \sum X_2^2 - \sum X_2 \sum X_1 X_2}{\sum X_1^2 \sum X_2^2 - (\sum X_1 X_2)^2} \dots\dots\dots (3.2)$$

$$b_0 = Y - (b_1X_1 + b_2X_2) \dots\dots\dots (3.4)$$

The correlation coefficient (R) which measures the magnitude of the relationship between the dependent variable (Y) and independent variables ($X_1, X_2 \dots X_n$) is determined using:

$$R = \frac{N \sum X_i Y_i - (\sum X_i) (\sum Y_i)}{\sqrt{[N \sum X_i^2 - (\sum X_i)^2] [N \sum Y_i^2 - (\sum Y_i)^2]}} \dots\dots\dots (3.5)$$

Also the coefficient of determination (R^2) which measures the extent of variation in the dependent variable (Y) that is being explained by the variation in the independent variables (X_i) is given by:

$$R^2 = \frac{SSR}{SST} \dots\dots\dots(3.6)$$

Where SSR (Sum of Squares due to Regression) is given as:

$$SSR = \frac{b \sum X_i Y_i - (\sum X_i Y_i)}{N} \dots\dots\dots(3.7)$$

And

SST (Total Sum of Squares) is given by:

$$SST = \frac{\sum Y_i^2 - (\sum Y_i)^2}{N} \dots\dots\dots(3.8)$$

However, the Sum of Squares due to Error is given by:

$$SSE = SST - SSR \dots\dots\dots(3.9)$$

In testing the stated hypotheses, the F – test and t – test were used.

The F- test statistic is calculated using the formula:

$$F^*_{cal} = \frac{MSR}{MSE} \dots\dots\dots(3.10)$$

Where MSR (Mean Squares due to Regression) is given as:

$$MSR = \frac{SSR}{k} \dots\dots\dots(3.11)$$

Where “k” is the number of independent variables.

Also the MSE (Mean Square due to Error) is given by:

$$MSE = \frac{SSE}{n-k-1} \dots\dots\dots(3.12)$$

Where “n” is the number of observations or sample size.

All the above parameters are summarized in a table of Analysis of Variance (ANOVA) as follows:

Table 3.2 ANOVA for Multiple Regression

Source of Variation	Sum of square(SS)	Degree of Freedom (df)	Mean Square (MS)	F– ratio
Regression	$SSE = R^2 \Sigma Y^2$	K	$MSR = \frac{SSR}{K}$	$F^* = \frac{MSR}{MSE}$
Error	$SSE = SST - SSR$ $= \Sigma Y^2 (1 - R^2)$	n-k-1	$MSE = \frac{SSE}{n-k-1}$	
Total	$SST = SSR + SSE$ $= \Sigma y^2$	n-1		

Source: Nworuh, (2007). Test for Significance in Multiple Regression; *Fundamentals of Applied Quantitative Techniques for Management Decision*, Bon Associates – HRDC, Nigeria, pp. 90

3.6.2 Decision Rule for Testing Hypotheses

F – Test:

Accept the null hypothesis (Ho) if $F^* < F_{1-\alpha}$; k, n-k-1 degree of freedom, otherwise the null hypothesis (Ho) is rejected. $F_{1-\alpha}$; k, n-k-1 is the critical value obtainable from the standard F – distribution table, and α = the chosen level of significance, which for the purposes of this study is 0.5 or 5%.

The F-Statistic will test the joint hypothesis that:

$$H_0: b_1 = b_2 = b_3 \dots \dots \dots b_k = 0$$

H_A : not all b_k are equal to zero.

T - Test

The null hypothesis (Ho) i.e. $b = 0$ is accepted at α level of significance and $n-k-1$ degree of freedom, if $t^*_{cal} < t_{1-\alpha}$, $n-k-1$ degree of freedom. Otherwise the null hypothesis (Ho) is rejected. $t_{1-\alpha}$; k , $n-k-1$ is the critical value obtainable from the standard t – distribution table, and α = the chosen level of significance, which for the purposes of this study is 0.5 or 5%.

Alternatively, the null hypothesis is accepted if the p -value is less than 0.05 the level of significance.

For the severity relative index, SRI:

We adopted the formula,

$$\text{Hence; SRI} = \frac{\sum W}{A \times N}$$

Where; W = weighted score

A = highest response value

N = sample size

3.6.3 Variables for the analysis

The variables on which the correlation analysis was carried are classified into dependent and independent variables. Dependent variables are project cost and project schedule variances. On the other hand, independent variables include the project managers' leadership skills made up of Problem Solving Skills, Professional Expertise and Effective Communication Skills and project managers' leadership styles of Autocratic, Democratic, Transformational, Transactional, Participative and Laissez Faire. Our study here evaluates how a combination of the project manager's leadership skills/styles affect performance of construction projects in Imo State in order to draw a logical conclusion herewith.

3.6.4 Definition of the Variables Used in the Analysis

Y_i - project cost variance

X₁ – problem solving skill

X₂ – professional expertise skill

X₃ – effective communication skill

X₄ – autocratic leadership

X₅ - democratic leadership

X₆ - transformational leadership

X₇ - transactional leadership

X₈ - participative leadership

X₉ - laissez faire leadership

Similarly,

Y_{ii} = project schedule variance.

X₁ – problem solving skill

X₂ – professional expertise skill

X₃ – effective communication skill

X₄ – autocratic leadership

X₅ - democratic leadership

X₆ - transformational leadership

X₇ - transactional leadership

X₈ - participative leadership

X₉ - laissez faire leadership

3.7 Reliability Test

This research study used a test-retest reliability technique to determine the reliability of the instrument. Using this reliability technique, the same test is administered to eighteen (18) respondents comprising Civil Engineers, Builders, Quantity Surveyors and Other Contractors drawn from Imo State, who have participated in construction

projects on two different occasions on an interval of one month, to ensure that there was no substantial change in the construct being measured on the two occasions. The correlation between the two measurement occasions is the estimate of reliability. Using Pearson correlation, the correlation coefficient of the constructs between the two occasions is determined as 0.850.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Data Presentation

This study evaluates effect of project managers' leadership skills and styles on project performance. Unlike the preceding chapter that explored the methodology, design of the study and tools employed in the study, this chapter presents results and findings of the analyses presented in frequency tables. The current chapter is however divided into three subsections that include data presentation, data analysis and discussion of findings as will be observed in the study.

The two research hypotheses stated in chapter one were tested using the Spearman Rank correlation coefficient. Two hundred and twenty five respondents were identified and questionnaire distributed. One hundred and forty four copies of the questionnaire were however returned and were usable for the analyses.

4.2 Primary Data Analysis

Data analyses in this study involves two types: univariate and multivariate data analyses. The two analyses are treated in the following subsections

4.2.1 Univariate Data Analysis

Univariate data analysis as used here refers to one variable analysis; it helps to explore the demographic characteristics of the viable respondents in order to enhance our understanding of those whose responses are considered and analyzed.

Table 4.1 Questionnaire Administration

Questionnaire	Frequency	Percentage
Number Administered	225	100
Number Returned	144	64
Number Used	144	64

Table 4.1 shows the frequency of the questionnaire for both distributed and returned from the survey as used in the study. As can be seen in the table, 64% of the questionnaire administered were used for the analysis.

For the demographic data analysis, the four characteristics examined here include Sex, Marital Status, Academic Qualification and Working Experience

Table 4.2: Sex Distribution of Respondents

Category	Frequency	Percentage	Cumulative Frequency
Male	125	86.81	86.81
Female	19	13.19	100
Total	144	100	

Table 4.2 above shows that 86.81% of the respondents who are 125 in number are male while 12.19% of the respondents whose number is 19 are female. This further indicates that greater number of the respondents are male.

Table 4.3: Marital Status of the Respondents

Category	Frequency	Percentage	Cumulative Frequency
Single	24	16.67	16.67
Married	120	83.33	100
Total	144	100	

A look at table 4.3 indicates that 24 out of the 144 respondents representing 16.67percent are single while 120 out the 144 respondents which represents 83.33percent are male. This further indicates that the respondents are largely made up of married individuals.

Table 4.4: Academic Qualifications

Category	Frequency	Percentage	Cumulative Frequency
HND	30	20.83	20.83
BSc/B.Tech/BEng	45	31.25	52.08
MSc	45	31.25	83.33
PhD	24	16.67	100

Data in table 4.4 shows that 30 respondents (20.83%) out of the total 144 are holders of HND; 45 respondents (31.25) have BSc/B.Tech/BEng; another 45 of respondents (31.25) have MSc degrees while 24 of the respondents (16.67%) are PhD holders. This analysis shows that the respondents are academically sound in their chosen professions.

Table 4.5: Years of Working Experience

Category	Frequency	Percentage	Cumulative Frequency
0 – 5yrs	25	17.36	17.36
6 – 10yrs	50	34.72	52.08
11 – 15yrs	35	24.31	76.39
>15yrs	34	23.61	100
Total	144	100	

Analysis in table 4.5 indicates that 50 out of the 144 respondents have between 6 and 10 years working experience; 35 have between 11 and 15 years working experience. 34 out of the 144 respondents have more than 15 years working experience while 25 of the total number have between 0 and 5 years working experience. This further shows that the respective working experiences of the respondents are valid for the analysis in this research.

4.2.2 Multivariate Data Analysis

This type of analysis involves analyzing the nature of relationship between more than two variables: dependent and independent variables. Here, we shall use the Multiple Regression Analysis (MRA) to show how project performance (using cost Y_1 and schedule Y_2 variances as proxies) is affected by the project managers' leadership skills and styles (Problem Solving Skills X_1 , Professional Expertise X_2 and Effective Communication Skills X_3 and project managers' leadership styles of Autocratic X_4 , Democratic X_5 , Transformational X_6 , Transactional X_7 , Participative X_8 and Laisse Faire X_9). Results of analysis are presents in table 6.

Table 4.6 correlations between the variables

		Correlations								
		Y	X1	X2	X3	X4	X5	X6	X7	X8
Y	Pearson Correlation	1	.689**	.836**	.761**	.219*	.827**	.626**	.673**	.546**
	Sig. (2-tailed)		.000	.000	.000	.033	.000	.000	.000	.000
	N	95	95	95	95	95	95	95	95	95
X1	Pearson Correlation	.689**	1	.652**	.492**	.391**	.653**	.648**	.562**	.344**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.001
	N	95	95	95	95	95	95	95	95	95
X2	Pearson Correlation	.836**	.652**	1	.702**	.261*	.989**	.657**	.761**	.466**
	Sig. (2-tailed)	.000	.000		.000	.011	.000	.000	.000	.000
	N	95	95	95	95	95	95	95	95	95
X3	Pearson Correlation	.761**	.492**	.702**	1	.194	.708**	.496**	.706**	.652**
	Sig. (2-tailed)	.000	.000	.000		.060	.000	.000	.000	.000
	N	95	95	95	95	95	95	95	95	95
X4	Pearson Correlation	.219*	.391**	.261*	.194	1	.278**	.290**	.174	.448**
	Sig. (2-tailed)	.033	.000	.011	.060		.006	.004	.092	.000
	N	95	95	95	95	95	95	95	95	95
X5	Pearson Correlation	.827**	.653**	.989**	.708**	.278**	1	.661**	.749**	.488**
	Sig. (2-tailed)	.000	.000	.000	.000	.006		.000	.000	.000
	N	95	95	95	95	95	95	95	95	95
X6	Pearson Correlation	.626**	.648**	.657**	.496**	.290**	.661**	1	.239*	.549**
	Sig. (2-tailed)	.000	.000	.000	.000	.004	.000		.020	.000
	N	95	95	95	95	95	95	95	95	95
X7	Pearson Correlation	.673**	.562**	.761**	.706**	.174	.749**	.239*	1	.131
	Sig. (2-tailed)	.000	.000	.000	.000	.092	.000	.020		.204
	N	95	95	95	95	95	95	95	95	95
X8	Pearson Correlation	.546**	.344**	.466**	.652**	.448**	.488**	.549**	.131	1
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.204	
	N	95	95	95	95	95	95	95	95	95

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.6 shows the correlation analysis of each of the project managers' skill and styles on the performance of construction projects in our study population.

Table 4.7 model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.793	.784	2.97390

a. Predictors: (Constant), X4, X3, X1, X2

Table 4.8 regression coefficients of the variables

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-2.516	1.625		-1.548	.125
1 X1	.451	.081	.254	3.709	.010
X2	.376	.136	.455	5.688	.047
X3	.442	.098	.045	1.837	.020
X4	.472	.080	.324	4.678	.045
X5	.633	.076	.456	2.334	.030
X6	.775	.087	.324	1.465	.000
X7	.654	.067	.023	1.443	.000
X8	.735	.034	.034	1.823	.000
X9	.324	.076	.350	5.768	.065

a. Dependent Variable: Y

Table 4.8 is a broader analysis of table 4.6. In this table, the regression analysis was carried to quantitatively determine the effect of each of the project managers' leadership skills and styles on the performance of construction projects in Imo State. The project managers' leadership skills and styles are labelled X1-X9 as stated in 3.6.4. Analysis revealed that transformational leadership style has the highest effect (0.775), followed by participative leadership style (0.735) and transactional leadership style (0.654). among the leadership skills, problem solving skills contributed most among the skills.

Table 4.9 Ranking of the project managers' leadership skills and styles

S/N	Project managers' leadership skills and styles	Responses					Weighted score	SRI (ref to 3.6)	Ranks
		SA	A	N	D	SD			
1	problem solving skill-X1	82	62				658	0.9139	6
2	professional expertise skill-X2	74	70				650	0.9028	8
3	effective communication skill-X3	75	69				651	0.9042	7
4	Autocratic leadership-X4	98	46				674	0.9361	5
5	Democratic leadership-X5	105	39				681	0.9458	4
6	Transformational leadership-X6	124	20				700	0.9722	1
7	Transactional leadership-X7	110	34				686	0.9528	3
8	Participative leadership-X8	120	24				696	0.9667	2
9	Laisse faire leadership-X9	64	80				640	0.8889	9
10	Average Score							0.9315	

Source: Researcher's analysis 2021

Table 4.9 shows the ranking of the project managers' leadership skills and style that affected the performance of construction projects in Imo State. The ranking is based on the responses to a well-structured questionnaire.

4.3 Secondary Data Analysis

In this section, the secondary data for this study are presented. The data were gathered from the project performance chart as provided by the agency responsible for the performance of the construction projects. The data is shown in table 4.10.

Table 4.10: Sampled Project; performance indices.

S/ N	PROJECR NAME	CLIENT	PLANNED COST	ACTUAL COST	PLANNED DURATION	ACTUAL DURATION
1	Construction of Amuzi Nkwogwu Road	Zerock Nig Ltd	N450,122,750	N450,129,995	9MONTHS	9MONTHS
2	Construction of Naze Aba road	CCECC	N325,280,949	N330,290,980	18MONTHS	19MONTHS
3	Rehabilitation Of Nekede-Ihiagwa road	Zerock Nig Ltd	#650,824,215	#652.824.219	16MONTHS	12MONTHS
4	Rehabilitation Of Obinze road	Zerock Nig Ltd	N50,000,000.00	50,100,267.68	7 MONTHS	7 MONTHS
5	Construction of Obinze Oforola Road	SPDC	N450, 129,190.		9 MONTHS	ON-GOING
6	Construction of Owerri-Port Harcourt road	Arab Contractors	#875,394,294.24	#880,000,000.00	3 MONTHS	6MONTHS
7	Rehabilitation of Assumpta Avenue, Owerri	CCECC	N13,054,581.23	N15,269,552.00	3MONTHS	4 MONTHS
8	Construction of Owerri-Orlu road	CCECC	UNDISCLOSED	UNDISCLOSED	6 months	7 months
9	Rehabilitation of egbu road	Blez Integrated Services	UNDISCLOSED	UNDISCLOSED	7 months	7 months

10	Rehabilitation of Naze road	Headoarc Assoc Ltd	UNDISCLOSED	UNDISCLOSED	6 months	8 months
11	Rehabilitation of Mbaise road	Hermes Paving & constr. Ltd	UNDISCLOSED	UNDISCLOSED	6 months	8 months
12	Rehabilitation of chukwuma nwoha road	Tangent Ltd	UNDISCLOSED	UNDISCLOSED	7 months	7 months
13	Rehabilitation of MCC road	Trekschen Engr.	UNDISCLOSED	UNDISCLOSED	12 months	ongoing
14	Construction of 4 units of One-Storey building at eke ukwu market	Zabdiel Nig Ltd	UNDISCLOSED	UNDISCLOSED	12 months	ongoing
15	Construction of 5 units of One-Storey building at eke ukwu market	CMA Arch & Building Constr Services	UNDISCLOSED	UNDISCLOSED	12 months	ongoing
16	Construction of One-Storey school building at nekede	Creastville Nig Ltd	UNDISCLOSED	UNDISCLOSED	6 months	6 months
17	Construction One-Storey building at obinze	Integer 7 Technology construction and satellite tech	5,650,000	5,655,000	5 MONTHS	6 MONYHS
18	Construction One-Storey building at FUTO Road	IDEAL Architects & Engr	6,000,000	6,010,000	4 MONTHS	5 MONTHS
19	Installation of ICT Equipments at Orlu.	Rytegate Constructions.	1,250,000	1,255,000	2 MONTHS	2 MONTHS

Table 4.10 shows the performance chart for the road construction projects surveyed for this study. The implication of this survey is to show how project manager's leadership skills and styles affect the performance of the construction projects in terms of cost and schedule in particular. Result of further analysis of the table above is shown in the table 4.11.

Table 4.11 cost and schedule performances of the road projects as derived from table 4.9 above

S/N	PROJECT NAME	PLANNED COST	ACTUAL COST	Diff in cost	PLANNED DURATIO N	ACTUAL DURATIO N	Diff in duration
1	Construction of Amuzi Nkwogwu Road	₦450,122,750	₦450,129,995	-7,245	9months	9months	-
2	Construction of Naze Aba road	₦325,280,949	₦330,290,980	-5,010.03	18months	19months	-1month
3	Rehabilitation Of Nekede-Ihiagwa road	₦ 650,824,215	₦ 652.824.219	-2,000004	16months	15months	+1month
4	Rehabilitation Of Obinze road	₦50,000,000.00	₦ 50,100,267.68	-100267.68	7 Months	7 Months	-
5	Construction of Obinze Oforola Road	₦450, 129,190.		-	9 Months	On-Going	-
6	Construction of Owerri-Port Harcourt road	₦ 875,394,294.24	₦ 880,000,000.00	-4605,705.8	4 Months	6months	-2months
7	Rehabilitation of Assumpta Avenue, Owerri	₦13,054,581.23	₦15,269,552.00	-2,214970.77	3months	4 Months	-1month
8	Construction of Owerri-Orlu road	UNDISCLOSED	UNDISCLOSED	-	-	-	-
9	Rehabilitation of egbu road	UNDISCLOSED	UNDISCLOSED	-	7 months	7 months	0
10	Rehabilitation of Naze road	UNDISCLOSED	UNDISCLOSED	-	6 months	8 months	-2months
11	Rehabilitation of Mbaise road	UNDISCLOSED	UNDISCLOSED	-	6 months	8 months	-2months
12	Rehabilitation of chukwuma nwoha road	UNDISCLOSED	UNDISCLOSED	-	7 months	7 months	0 months
13	Rehabilitation of MCC road	UNDISCLOSED	UNDISCLOSED	-	12 months	ongoing	undecided
14	Construction of 4 units of One-Storey building at eke ukwu market	UNDISCLOSED	UNDISCLOSED	-	12 months	ongoing	undecided
15	Construction of 5 units of One-Storey building at eke ukwu market	UNDISCLOSED	UNDISCLOSED	-	12 months	ongoing	Undecided
16	Construction of One-Storey school building at nekede	UNDISCLOSED	UNDISCLOSED	-	6 months	6 months	0 months
17	Construction One-Storey building at obinze	5,650,000	5,655,000	5,000	5 MONTHS	6 MONYHS	-1month
18	Construction One-Storey building at FUTO Road	6,000,000	6,010,000	10,000	4 MONTHS	5 MONTHS	-1month
19	Installation of ICT Equipments at Orlu.	1,250,000	1,255,000	5,000	2 MONTHS	2 MONTHS	0 month

(Researcher's Analysis, 2021)

4.4 Test of Hypothesis

H1: the relationship between project managers; leadership skills and style and project performance is not significant.

To provide answer to this, we focus our attention on tables 4.6 and 4.7. With a significant value of 0.000 and a correlation coefficient of 0.793, we therefore accept the alternate that there is a significant relationship between the variables.

4.5 Discussion of Findings

This study empirically showed the nature of correlation between project manager's leadership skills and styles and project performance of construction firms in Imo State. The study identified and evaluated three project managers' leadership skills and six project managers' leadership styles. The skills and style are significant in the performance of construction projects in Imo State. Data analysis evaluated how the variables were distributed while the hypotheses showed the assumptions of the relationship between the study variables. One hypothesis was tested using the Spearman's rank correlation technique. The result of the analysis showed that project performance is significantly correlated with project manager's leadership skills and styles: this implies that effective implementation of sound project manager's leadership skills and styles is significant in enhancing project cost and schedule performance. According to Obasan & Banjo (2014) transformational leadership style is the most effective leadership style and recommends that "managers should use more of transformational leadership to bring about higher levels of organizational commitment, OCB and job satisfaction"

The result further revealed that effective project manager's leadership skills and styles affect cost performance of construction projects more than their effect on schedule performance. What this implies is that if project manager's leadership skills and styles are well implemented, they will help to achieve good cost performance of

the project first, thereby saving more money in the execution of the project. According to Ngiri (2012), “project performance is significantly related with leadership skills used by the project managers in planning, monitoring and evaluation; ensuring resource adequacy with stakeholders' participation.”

Furthermore, Zewdie (2016) concluded that planning process, quality, time, cost and communication processes from the project management processes are very effective in the realization of project success

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

In summary, this study:

- i. Identified and evaluated 3 project managers' leadership skills made up of Problem Solving Skills, Professional Expertise and Effective Communication Skills and 6 project managers' leadership styles of Autocratic, Democratic, Transformational, Transactional, Participative and Laissez Faire. The variables are all significant in affecting performance of construction projects in Imo State.
- ii. Of all the project managers' leadership skills and styles, transformational is ranked 1st; this is followed by transactional (2nd), participative (3rd), democratic (4th), etc in affecting construction projects in Imo State.
- iii. A significant correlation between project managers' leadership skills and styles and performance of construction projects in Imo State. The finding was gotten using the Spearman's rank correlation technique.

5.2 Conclusions

This study was carried out to determine the nature of correlation between project managers' leadership skills and styles and performance of construction projects in Imo State. After conducting an empirical analysis, the study revealed a strong

positive correlation between project managers' leadership skills and styles and project performance. The study further revealed that effective project manager's leadership skills enhance cost performance of construction project, followed by schedule performance. What this implies is that a good Problem Solving Skills, Professional Expertise and Effective Communication Skills as well as any of transformational transactional or participative leadership style will enhance the overall project performances of construction projects.

5.3 Recommendations

With emphasis on the findings of this study, the following recommendations are suggested:

Stakeholders in the construction industry should as a matter of urgency ensure that good Problem Solving Skills, Professional Expertise and Effective Communication Skills as well as any of transformational transactional or participative leadership style effective project manager's leadership skills and style are put in place in order to achieve good project performance.

Aside ensuring that leadership skills and styles are put in place, they should also ensure that the strategy takes into account the necessary inputs that will guarantee effective project execution.

Management of construction firms should ensure that meetings are organized among stakeholders from time to time to evaluate the level of progress and achievement

recorded in the course of executing construction projects with a view to identifying areas that need further attention and identification of new strategy to overcome challenges.

5.4 Contribution to Knowledge

Many researches according to literature have emphasized the need for effective implementation of project managers' leadership skills/skills for achieving success in organization's performance. Sadly however, the nature of correlation between project managers' leadership skills and styles and construction project performance in terms of cost and schedule in Imo State have not been quantitatively determined by those researches. In order to cover for this shortcoming, we decided to carry out this study. The findings herein have revealed how effective project managers' leadership skills and styles correlate with project cost performance and project schedule performance with a strong positive significance with coefficients above 0.5. This study hereby adds to the existing knowledge by determining in concrete terms the relationship between project managers' leadership skills and styles and construction project performance within our population.

REFERENCE

- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018(2018), 1-10.
- Armstrong, M. (2012). *Armstrong's Handbook of Management and Leadership: Developing Effective People Skills for Better Leadership and Management* (3rd ed.). London: Kogan Page.
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of Transformational Leadership Training on Attitudinal & Financial Outcomes: A Field Experiment. *Journal of Applied Psychology*, 81, 827-832. <https://doi.org/10.1037/0021-9010.81.6.827>
- Barney, J. (1997). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 1, 99-120.
- Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. New York: Free Press.
- Bass, B. M. (1990). *Bass & Stogdill's Handbook of Leadership* (3rd ed.). New York: Free Press.
- Bass, B. M. (1997). Concepts of Leadership. In R. P. Vecchio (Ed.), *Understanding the Dynamics*.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). New York, NY: Taylor & Francis Group, LLC.
- Bell, C., & Mjoli, T. (2014). The effects of participative leadership on organizational commitment: Comparing its effects among two gender groups among bank clerks. *African Journal of Business Management*, 8(12), 451-459.
- Berson, Y., Shamair, B., Avolio, B. J., & Popper, M. (2001). The Relationship between Vision Strength, Leadership Style & Context. *The Leadership Quarterly*, 12, 53-73. [https://doi.org/10.1016/S1048-9843\(01\)00064-9](https://doi.org/10.1016/S1048-9843(01)00064-9)
- Bhargavi, S., & Yaseen, A. (2016). Leadership Styles and Organizational Performance. *Strategic Management Quarterly*, 4, 87-117.
- Chan, S. C., & Mak, W. M. (2014). Transformational leadership, pride in being a follower of the leader and organizational commitment. *Leadership & Organization Development Journal*.
- Cohen, L., Manion, L., & Morrison, K. (2011). *Research methods in education*. London: Routledge.
- Deluga, R. J. (1992). The Relationship of Leader-Member Exchange with Laissez Faire, Transactional, Transformational Leadership in Naval Environments.

- Giambatista, R. C. (2004). Jumping through Hoops: A Longitudinal Study of Leader Life Cycle in the NBA. *The Leadership Quarterly*, 15, 607-624. <https://doi.org/10.1016/j.leaqua.2004.07.002>
- Gill, E. (2014). What Is Laissez-Faire Leadership? How Autonomy Can Drive Success. <http://online.stu.edu/laissez-faire-leadership>
- Groves, K. S. (2014). Examining leader-follower congruence of social responsibility values in transformational leadership. *Journal of Leadership & Organizational Studies*, 21, 227-243.
- Hambrick, D. C. (2007). Upper Echelons Theory: An Update. *Academy of Management Review*, 32, 334-343. <https://doi.org/10.5465/amr.2007.24345254>
- Haque, A. U., Faizan, R., Zehra, N., Baloch, A., Nadda, V., & Riaz, F. (2015). Leading Leadership Style to Motivate Cultural-Oriented Female Employees in IT Sector of Developing Country: IT Sectors' Responses from Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 5, 280-302.
- Haque, A., Faizan, R., & Cockrill, A. (2017). The Relationship between Female Representation at Strategic Level and Firm's Competitiveness: Evidences from Cargo Logistic Firms of Pakistan and Canada. *Polish Journal of Management Studies*, 15, 69-81. <https://doi.org/10.17512/pjms.2017.15.2.07>
- Hersey, P., & Blanchard, K. (2010). *Management of organizational behaviour*. New Jersey: Prentice Hall.
- Igbaekemen, G. O., & Odivwri, J. E. (2015). Impact of Leadership Style on Organization Performance: A Critical Literature Review. *Arabian Journal of Business and Management Review*, 5, 1-7.
- Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of Leadership Style on Employee Performance. *Arabian Journal of Business and Management Review*, 5, 1-6.
- Javier, J. (2002). A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, 1, 52-76.

- Jeremy, M., Melinde, C., & Ciller, V. (2012). Perceived Leadership Style and Employee Participation in a Manufacturing Company in the Democratic Republic of Congo. *African Journal of Business Management*, 6, 5389-5398.
- Jones, G. R. (2013). *Contemporary Management*. Indiana: McGraw-Hill Press.
- Jyoti, J., & Bhau, S. (2015). Impact of transformational leadership on job performance: Mediating role of leader-member exchange and relational identification. *SAGE Open*, 1-13. 2020 | *Annals of Management and Organization Research / Vol 1 No 1*, 39-50
- Khan, A., & Adnan, N. (2014). Impact of leadership styles on organizational performance. *International Journal of Management Sciences*, 2(11), 501-515.
- Kotter, J. P. (1995). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*, 73, 59-67.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. New York: Free Press.
- Luftman, J. N. (2004). *Managing the Information Technology Resource: Leadership in the Information Age*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Kužnin, M., & Walker, J.K. (2017). Contemporary leadership challenges in hospitality organizations in times of uncertainty and change. *DIEM: Dubrovnik International Economic Meeting*, 3(1), 455-468.
- Longe, O. J. (2014). Leadership style paradigm shift and organisational performance: A case of the Nigerian Cement Industry. *African Research Review*, 8(4), 68-83.
- Maritz, D. (1995). Leadership and Mobilizing Potential. *Human Resource Management*, 10, 8-16.
- Mohammad, I., Chowdhury, S. R., & Sanju, N. L. (2017). Leadership styles followed in the banking industry of Bangladesh: A case study of some selected banks and financial institutions. *American J. of Theoretical and Applied Business*, 3(3), 36-49.
- Ng'ethe, J. M., Namusonge, G. S., & Iravo, M. A. (2012). Influence of Leadership Style on Academic Staff Retention in Public Universities. *International*

Journal of Business and Social Science, 3, 297-302.
http://ijbssnet.com/journals/Vol_3_No_21_November_2012/31.pdf

- Northouse, P. (2014). *Leadership Theory and Practice*. Thousand Oaks: Sage Publications Inc.
- Nwokocha, I., & Iheriohanma, E. B. J. (2015). Nexus between Leadership Styles, Employee Retention and Performance in Organizations. *European Scientific Journal*, 11, 186-209.
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of Leadership Style on Organization Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1, 100-111.
- Puni, A., Mohammed, I., & Asamoah, E. (2018). Transformational leadership and job satisfaction: The moderating effect of contingent reward. *Leadership & Organisation Development Journal*, 39(4), 522-537.
- Quick, J. C., & Nelson, D. L. (2013). *Principles of organizational behaviour: Realities & Challenges*. London: Cengage Press.
- Ricardo, R., & Wade, D. (2001). *Corporate Performance Management: How to Build a Better Organization through Measurement Driven Strategies Alignment*, Butterworth Heinemann.
- Rowe, W. G., Cannella Jr., A. A., Rankin, D., & Gorman, D. (2005). Leader Succession & Organizational Performance: Integrating the Common-Sense, Ritual Scapegoating & Vicious-Circle Succession Theories. *The leadership Quarterly*, 16, 197-219. <https://doi.org/10.1016/j.leaqua.2005.01.001>
- Sadia, A., & Aman, A. (2018). Transformational Leadership and Organizational Performance; the Mediating Role of Organizational Innovation. *SEISENSE Journal of Management*, 1, 59-75.
- Sawyer, K. (2007). *Group genius: The creative power of collaboration*. New York: Basic Books.

- Sun, W., Xu, A., & Shang, Y. (2014). Transformational leadership, team climate, and team performance within the NPD team: Evidence from China. *Asia Pacific Journal of Management*, 31, 127-147.
- Weber, M. (2009). *The Theory of Social and Economic Organization*. New York: Simon and Schuster.
- Xu, G. Y. & Wang, Z. S. (2008). *The impact of transformational leadership style on organizational performance: The intermediary effects of leader-member exchange*. Long Beach, CA, USA, IEEE Xplore, pp. 1090-1097
- Zwingmann, I., Wegge, J., Wolf, S., Rudolf, M., Schmidt, M., & Richter, P. (2014). Is transformational leadership healthy for employees? A multilevel analysis in 16 nations. *German Journal of Research in Human Resource Management*, 28(1-2), 24-51.

APPENDIX I
QUESTIONNAIRE

PART A-DEMOGRAPHICAL DATA

1. Name of staff.....(optional)
2. Sex: male / Female
3. Academic/Educational Qualification
4. Marital Status
5. Years of working experience

PART B

Please kindly respond to the project managers’ leadership skills and styles that affected the performance of construction projects evaluated in Imo State.

1. What project managers’ leadership skills and styles affected performance of construction projects in Imo State?

s/n	Project managers’ leadership skills and styles	SA	A	N	D	SD	
1	X1-problem solving skill						
2	X2-professional expertise skill						
3	X3-effective communication skill						
4	X4-autocratic leadership						
5	X5 - democratic leadership						
6	X6 - transformational leadership						
7	X7 - transactional leadership						
8	X8 - participative leadership						
9	X9 - laissez faire leadership						
10							

2. Please fill the following cost and schedule performance data as it relates to the projects.

S/ N	PROJECR NAME	CLIENT	PLANNED COST	ACTUAL COST	PLANNED DURATION	ACTUAL DURATION
1	Construction of Amuzi Nkwogwu Road	Zerock Nig Ltd				
2	Construction of Naze Aba road	CCECC				
3	Rehabilitation Of Nekede-Ihiagwa road	Zerock Nig Ltd				
4	Rehabilitation Of Obinze road	Zerock Nig Ltd				
5	Construction of Obinze Oforola Road	SPDC				
6	Construction of Owerri-Port Harcourt road	Arab Contractors				
7	Rehabilitation of Assumpta Avenue, Owerri	CCECC				
8	Construction of Owerri-Orlu road	CCECC				
9	Rehabilitation of egbu road	Blez Integrated Services				
10	Rehabilitation of Naze road	Headoarc Assoc Ltd				
11	Rehabilitation of Mbaise road	Hermes Paving & constr. Ltd				
12	Rehabilitation of chukwuma nwoha road	Tangent Ltd				

13	Rehabilitation of MCC road	Trekschen Engr.				
14	Construction of 4 units of One-Storey building at eke ukwu market	Zabdiel Nig Ltd				
15	Construction of 5 units of One-Storey building at eke ukwu market	CMA Arch & Building Constr Services				
16	Construction of One-Storey school building at nekede	Creastville Nig Ltd				
17	Construction One-Storey building at obinze	Integer 7 Technology construction and satellite tech				
18	Construction One-Storey building at FUTO Road	IDEAL Architects & Engr				
19	Installation of ICT Equipments at Orlu.	Rytegate Constructions.				