A Study on the Influence of Project Leadership on Project Management and Performance

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Research Article

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Abstract

The current study was a survey into the issue of project leadership influence on project management and performance. It has objectively focused on effects of leadership skills, experience, quality and styles in enhancing project performance. Further, the study sought to answer questions on the impact of aligning, motivating, directing and influencing in enhancing project performance. Apart from conducting a review of past studies, theoretical foundations were also reviewed to underpin the hypotheses that guided the study. Quantitative data was collected using structured questionnaires and analysed descriptively. Further, regression analyses were done and results confirmed a positive and strong connection concerning leadership components and management functions on project performance. From obtained outcomes, recommendations are given for future studies to focus on, as well as for improvement in different industries while implementing various projects.

Introduction

1.1 Background Information

In management of projects, project leadership is growingly becoming an essential aspect in ensuring project success, and many stakeholders are concerned in achieving various project milestones and deliverables as part of project performance metrics (Ahmed and Vittal, 2017). Project leadership can be looked at from different perspectives including but not limited to Human Resources (HR) planning, strategic goals development, overall organizational management, project objectives formulation, implementation, and controlling various activities aimed at promoting effective operations for a project, and many other activities (Chaudhry, Nawaz, Rehman and Wendy, 2012). The relevance of project leadership does not only apply to private projects, but also public projects of all types and magnitude (Baraza, 2018). According to Chaudhry et al. (2012), project leadership determines the nature of organizational culture, and this has a great impact on fostering creativity, innovation, formulation and execution of systems of HR function, activities and policies, flexibility, as well as employees' behaviors and competencies which are necessary in the achievement of project aims. Additionally, Ahmed and Vittal (2017) supports the assertion that people competency precisely that of a project manager, is a critical determinant in the overall performance of a project. However, they also note that there is no much focus has been put on competencies, making project management results unsatisfactory, a challenge that is common in many industries across the globe (Ahmed and Vittal, 2017).

According to Nziva (2018), the increasing rate of project failure is partly due to lack of proper leadership in managing different components such as the identification of how project constraints can be managed, in order to promote compliance to project budgets and timelines. Further, Oyaya (2017) also supports these claims by observing that poor project leadership's main challenge is the leadership styles adopted, which sometimes may not be congruent to goals and visions of projects and project teams respectively.

Establishing how to strike a balance between project goals, individual team members' goals, project managers' goals and those of the organization becomes the main challenge and require proper planning as well as stakeholder mapping in understanding the appropriate strategies that can enhance performance and better leadership in projects (Ahmed and Vittal, 2017).

While examining the specific role played by transformational leadership in ensuring that project performance is achieved, literature shows that it is better placed to promote better performance results according to the observations made by Kissi, Dainty and Tuuli (2013). However, Baraza (2018) opines differently by indicating that different leadership approaches are suitable under different project environment, making it difficult to identify one which can be applicable across different projects and environments. According to a conceptual framework developed by a study on project performance and leadership, Pretorius, Steyn and Barnard (2017) state that project leadership is also impacted by different project-related factors or parameters, which in return influence the type of leadership approach that is exhibited. Although the authors appreciate that leadership determines performance, they first argue that leadership is also influenced by project factors and therefore it cannot be solely said that leadership approach is the one that determines performance of projects (Pretorius et al., 2017).

On another hand, Kashif (2019) established in a study that there are different perspectives as far as leadership in project management can be explained. However, the author concentrated on types of leadership and examined that transformational leadership is indeed the most ideal approach especially in the modern project management environment, a view that is contrary to Baraza (2018). Additionally, Ahmed and Vittal (2017) also stated in their research that all the five leadership approaches, have different positive significant impacts on the performance of projects, in terms of stakeholder satisfaction, cost reduction, completion with scheduled time frames, and achievement of quality delivery according to planned deliverables.

Contrary to preceding assertions, Grzesik and Piwowar (2018) maintain that project leadership and competencies although discussed differently, they both influence performance of projects, but based on the nature of organization. For example, the authors suggest that the two parameters yield different results on organizations that are concerned on the implementation and management of projects for external clients, as compared to those managing projects internally for themselves (Grzesik and Piwowar, 2018). Another interesting observation is made by a study which was conducted by Ngugi and Were (2017), who stated that project leadership differs depending on the nature of an organization, as to whether it is a public or a non-governmental organization. In this regard, projects in non-governmental organizations were found to be having better leadership and performed relatively well compared to those in the public sector, especially in developing nations (Ngugi and Were, 2017). In another view, Henkel, Marion and Bourdeau (2019) indicate that irrespective of the type of leadership and the levels of competencies a project manager has, the fundamental aspect that determines how projects are executed and therefore the success or failure, is whether a project manager is a relationship-oriented or task-oriented leader. According to these authors, relationship-oriented project leaders are likely to achieve

better performance results compared to task-oriented due to their impact on project team's motivation and perception (Henkel et al., 2019).

In general, project leadership is important because what is required of a project manager is the ability to influence, motivate and organise team members so that they can deliver on project mandates (Tom, 2013). There are numerous skills that have been associated to be a good project management leadership and they are not limited to; communication skills, management skills, ability to share project vision with team members, decision making skills, flexibility, planning, honesty, delegation, creativity, and being focused among others (Abdou, Yong & Othman, 2016). On the context of communication skills, project managers are able to explain the project requirements to different stakeholders in enhancing its success chances (McCaffer & Harris, 2013). On management skills, project managers exhibit functions of managers such as organizing, planning, staffing, coordinating and directing (Cattani, Ferriani, Frederiksen & Florian, 2011). Further, on the context of sharing vision, this promotes stakeholder involvement and makes team members to embrace changes in the process of project implementation (Mesly, 2017). While focusing on decision making, it is imperative that project managers are able to reach at conclusions for different situations; such as during crisis and other challenges to promote better performance (Serra & Kunc, 2014). In addition, project managers as leaders ought to be flexible to accommodate changing trends in project management, whilst being focused (Conforto, Salum, Amaral, da Silva, Magnanini & de Almeida, 2014). Additionally, project leaders have to exercise professional integrity and honesty, as well as delegate duties to team leaders and members respectively (Patel, 2018). There is also need for encouraging creativity and innovation, given that the field of project management is experiencing tremendous technological advancements, especially on the concept of project management methodologies like agile from waterfall technique (Wysocki, 2013).

1.2 Problem Statement

Given that there are a number of studies which have in the past focused on different aspects of project leadership and performance, the current study seeks to bridge the gap existing in literature. A study by Bianca, Landis and Haley (2017) state that there is a strong relationship between leadership traits, competencies and styles on project performance, based on an evidence based review of profiles of successful project managers. However, the study by Bianca et al. (2017) fails to compare the same results with traits, competencies and leadership styles of project managers who have not been successful in their operations for a statistical significance of the results. Additionally, from the background information, there seems to be mixed reactions as to what is important in project leadership, focusing on leadership styles, project environment, project factors, leadership skills and competencies respectively. This further accentuates the observations made by Momanyi and Kamau (2018) on the impact of project manager's management practices on performance of projects. Therefore, this indicates that studies have not been conclusive in this case, hence a clear gap that needs further examination. In addition, studies have also not focused extensively on the management goals such as influencing, aligning, motivating, and directing, and how these can be linked to project leadership and performance respectively.

1.3 Research Objectives

1.3.1 General Objective

The general aim of the study is examine how project leadership influences project performance.

1.3.2 Specific Objectives

- To determine the effect of leadership skills on performance of
- To establish the effect of leadership experience on performance of projects.
- To determine the effect of leadership quality on performance of projects.
- To examine the effect of leadership style on performance of projects.

1.3.3 Research Questions

- What is the impact of influencing on project management and performance?
- How does aligning impact project management and performance?
- What is the role of motivating in enhancing project management and performance?
- What is the effect of establishing direction in project management and performance?

1.3.4 Research Hypotheses

H₁A: Project Leadership positively influences project performance.

H₁O: Project Leadership does not have any positive influence on project performance.

H₂A: Leadership management functions positively influences project performance.

H₂O: Leadership management functions negatively influences project performance.

1.4 Significance of the Study

The overall conduct of the study was of paramount relevance to various stakeholders including but not limited to; academicians and scholars, professional practitioners in the field of project management, policy formulators, and organisations just to list a few. Academicians and scholars will benefit from the study because it will add knowledge to the theoretical framework of project management, as well as bridge some of the identified gaps from the literature. Project managers and other professionals in the field will also benefit by understanding the role played by project leadership and management in the

overall success of a project. Additionally, organisations will also be able to understand the need for integrating management functions in project management, while policy formulators in the field will understand areas of focus in enhancing proper project leadership practices across many industries. Finally, this study will be of a credible value to the researcher as its successful accomplishment will mark an important milestone towards an academic award, as well as development of an in-depth knowledge on the project management leadership field.

1.5 Scope of the Study and Methodology

The scope of this study was on project managers in various industries, by seeking to obtain their views concerning issues surrounding the aspect of leadership and the influence it has on projects' performance. Further, efforts were made to link the impact of leaders on project teams; in terms of how they are able to influence their decisions as well as motivation in undertaking various project tasks.

There are numerous options for research design in social sciences, but the selection of the ideal design depends on the adopted philosophy, which in this case is a positivism approach. According to the philosophers supporting positivism, focus on a quantitative study which provides a basis for statistical analyses is the most relevant way of delving deeper into an issue, and finding out relationships existing among variables (Creswell, 2014; Collis & Hussey, 2014; Saunders et al., 2013; Novikov and Novikov, 2013; Bryman & Bell, 2012). Examples of designs that can be used in research include but they are not limited to; action design, case study, causal design, cohort design, cross-sectional design, descriptive design, experimental design, exploratory design, historical design, longitudinal design, meta-analysis design, observational design, philosophical design, sequential design, systematic review, and mixed-method design (Creswell, 2012). In a situation where two or more designs from above are used, the overall research design is termed as mixed-method design research. For this case, the overall design adopted was a descriptive design. Fundamentally, the decision to use a descriptive design indicates that the researcher will be able to answer the questions in the form of who, what, when, where, and how, which relate to the overall problem (Diekmann, 2011).

The main aim of the study was to examine how project leadership influences project performance. In this regard, the populace of target was project managers, across different industries and regions. Further, for the interest of maintaining neutrality and ensuring no bias in selecting the participants, the researcher adopted a probabilistic sampling approach in which a simple random sampling technique was employed (Lucas, 2012; Eisinga et al., 2012; Polit & Beck, 2012). Essentially, a simple random sampling ensures that the researcher's prejudgment does not prevail in selecting respondents, giving equal chances to managers in participating as informants of the data gathering process (Lance & Hattori, 2016; Wieland et al., 2017). Further, this contributes to the overall research's validity and reliability, as well as objectivity (Shahrokh & Dougherty, 2014; Thabane et al., 2010; Pearl & Bareinboim, 2014; Bareinboim & Pearl, 2013; Marcellesi, 2015). The sample size for the study was 100 project managers. Since the focus was on primary quantitative data, surveys were carried out using structured questionnaires. The questionnaires were sent

to the respondents after they had been identified through social media platforms such as LinkedIn, Facebook and Twitter. The respondents were called and requested to be involved in the study, after which questionnaires were sent to those who consented and agreed. The researcher used a Statistical Package for Social Sciences (SPSS) in analysing data through descriptive analyses such as frequencies and percentages, as well as in conducting inferential analysis. Since the research was conducted on human beings, a major concern was the ethical provision of beneficence, in which case efforts were made to ensure minimal harm, and enhance social benefit to the participants and project management professionals respectively (Mohamadi, Asghari & Rashidian, 2014).

1.6 Summary of Existing Literature

A study by Rahbi, Khalid and Khan (2017) focused on leadership impacts on organisational as well as project performance and determined that effective governance has an influence on employee motivation, which in return improve their coordination and cooperation towards making a project to be successful. Further, Naile and Selesho (2014) observe that project performance is dependent on employee motivation and this is also determined by the type of leadership styles employed. In agreement with Rahbi et al. (2017), Naile and Selesho stated that different leadership styles have different impacts on project leadership and such styles include although they are not limited to; Laissez-faire, authoritarian and democratic styles among others. In essence, Naile and Selesho (2014) indicate that the primary purpose served by leadership is determination of how employees are directed, motivated, influenced, and aligned or staffed, which are the functions of project management. The assertions are supported by Alghazo and Meshal (2016), who also maintained that transformational leadership is extremely important in mobilizing project resources and making all the involved parties to be accountable for their actions in project execution.

In another study, Awino (2015) asserted that project leadership style and skills cannot be separated, as the skills of a leader are the ones that determine how employees in a project or organisation perceive the overall leadership style to be effective or otherwise. In agreement to this assertion, Sudi and Sefer (2015) asserts that motivation of project team members is determined by the qualities of their leaders, who shape the perceptions, attitudes and beliefs that determine performance in an organisation. Further, Ochola (2018) also supports the fact that values and qualities exhibited by leaders in a project determine the type of environment that is created, which is either favorable or unfavorable, hence promoting project success and failure respectively. In examining leadership styles further, Khajeh (2018) states that the approach a project leader decides to use shapes the culture of the project team who are being led, and this is directly translated to the overall project performance as well as organisational performance. Additionally, another study by Li, Sajjaq, Wang, Ali, Khaqan and Amina (2019) maintain that transformational leadership has emerged as the most preferred project leadership, which integrates different aims of project stakeholders, towards a common goal. As a matter of fact, project team members consider their personal aims being appreciated by the leaders, hence serving as a motivation tool when transformational leadership is applied (Li et al., 2019).

A study by Sougoi (2016) who focused on technological projects and industry established that a critical determinant of project success is not only leadership styles and skills, but also leadership experience and quality. Agreeing to this claim, Hao and Rashid (2015) further asserted that it also entails how leadership is practiced and applied, citing that most experienced leaders are often likely to inspire their followers to be motivated towards better goal attainment. In essence, Hao and Rashid (2015) opine that irrespective of the nature and type of leadership style, if organisational leaders are able to put emphasis on efficiency, then results are likely to be positive and phenomenal in terms of performance and employee inspiration. Disagreeing to the claims that leadership quality, experience, style and quality determines project team members' motivation, Samad, Reaburn, Davis and Ahmed (2015) maintained that if employees' wellbeing is not taken care of, then results will not be any better irrespective of the nature and type of project leadership that is employed. In this regard, Samad et al. (2015) support that the first step towards employee motivation in enhancing project success is by understanding their needs then enabling them satisfy such desires, in addition to the adoption of appropriate leadership styles and skills.

Kalu and Nonyelum (2018) observed that when democratic leadership approach is employed in projects, motivation of employees is achieved, and this leads to better results. Supporting the above claim, Tetteh and Brenyah (2016) also stated that effective project leadership creates an environment that motivates and influences employees to implement creative strategies that enhances project performance. In contrary to the observations by above authors, Lei, Liu, Wei and Hu (2019) state that project team inclusivity is what is fundamental in determining performance levels. However, Akhila (2019) pointed out that leadership style adopted determines whether employees are involved or not, as certain styles such as democratic and transformational leadership automatically provide an atmosphere for stakeholder involvement in decision making and managing of project changes. Moreover, Osabiya (2015) explains that it is not possible to separate employee motivation, leadership approach, and performance in organisations or for projects, as they all intertwine and one leads to the other. In addition, Ndungu (2017) affirms that leadership approaches and skills determines whether employees will be intrinsically or extrinsically motivated, since leaders use different means to promote job satisfaction among project team members.

Mayfield and Mayfield (2015) confirmed that project leadership involves the nature in which leaders communicate to project teams, maintaining that choice of language and words can potentially influence performance due to the effect it has on motivation just like rewards as well as performance appraisal. Similarly, Shaban, Ziad, Ali and Atalla (2017) maintained that project leadership shapes organisational culture and staff morale, which is the foundation for project performance and employee commitment. Nonetheless, a study by Kovach (2018) affirms that there is no one leadership style and skill that is applicable in project management, as different projects are executed on different environments, hence needing leaders to understand their situations before deciding the approaches to be used. For instance, Lawter, Kopelman and Prottas (2015) stated that different project environments may require democratic leaders while others require authoritative style, in order to make outcomes to be achieved. Therefore, the two studies suggest a critical analysis of the context in which projects are implemented, so as to determine how team members should be directed, staffed, organised and influenced. Moreover,

Mohammed and Wang (2015) share the same views by showing that leadership and organisational culture are closely related. Finally, Han, Jin and Boylan (2016) shows that different industries calls for different leadership to improve project performance as the nature of reforms, innovations and developments differ from one industry to another. From the reviewed literature, there are gaps existing on project leadership as most of the scholarly works have concentrated on leadership in general as opposed to project leadership. This study will therefore seek to bridge this gap by putting emphasis on project leadership.

1.6 Theoretical Review

In demonstrating an understanding on the empirical review, leadership theories will be synthesised with regard to how they are applicable to the topic of study. Such theories include; transformational, situational, servant, autocratic, leader to member exchange, path-goal, behavioral, trait, and participative theories respectively. One of the theories which seem to have gained empirical support from reviewed studies is transformational leadership, which primarily enables project leaders to involve project teams in every step in planning and implementing projects as opined by Odumeru and Ogbonna (2013). The fundamental merit of the theory is that it enables project teams to come up with common goals and visions, a fact that promotes shared plans and reduction of change resistance, as employees are often part and parcel of planned changes in a project (Smirl, 2018). Tafvelin (2013) also agrees to the theory's tenets by indicating that it promotes employee motivation, commitment and psyche towards the implementation of project parameters. Further, transformational leaders often act as role models to team members, by aligning individual goals to that of the project, hence increasing coordination and collaboration among employees (Balwant, 2019).

Apart from transformational theory, the situational theory which was created by Blanchard Ken and Hersey Paul in the year 1969 as a way of explaining organisational behavior is yet another important leadership theory can be applied to project leadership and project performance (Tyssen, Wald & Heidenreich, 2014). According to the model, task behavior and relationship behavior should be the two main parameters that project leaders should focus on if better results are to be achieved (Barth-Farkas & Vera, 2014). Moreover, the theory asserts that leaders must understand that no single most model, theory or approach that exist in attaining project success, all that is important is to understand the situation and make decisions suitable to identified circumstances (Brewer, Kovner, Djukic, Fatehi, Greene, Chacko & Yang, 2016). After a critical assessment of the situation has been made, effective leaders should then inspire their followers to adapt to changes being implemented so that overall project goals can be achieved (Zineldin, 2017).

Nonetheless, Kashyap & Rangnekar (2014) put emphasis on serving rather than leading, which is a recommendation for servant leadership theory. This theory suggests that expectations and needs of project teams should be given priority above those of project leaders, if better performance results are to be attained (Madison & Eva, 2019). Further, Ekinci (2015) states that leaders should shun the traditional

leadership approaches and embrace this model as it provides a strong motivation to the project stakeholders. As opined by Yang, Ming, Ma and Huo (2017), the model instills responsibility among project team, which is an integral aspect in facilitating project completion within the projected timelines, budgets and quality.

Another important traditional leadership theory is autocratic style or theory, which provides that leaders should be the key decision makers as they should determine every aspect of project parameters, right from planning to implementation (Kevin, 2013). Although reviewed literature demonstrates that different project environments calls for different leadership styles, this theory seems to be least preferred in the modern project environment. Further, the theory is contrary to democratic leadership style which seeks to promote social equality by sharing decision making process by group members or in this context, employees in an organisation bestowed with the responsibility of ensuring project implementation and management (Schultz & Schultz, 2015). Further, autocratic differs greatly with participative leadership model which improves on democratic, in the sense that employees are given opportunities to contribute towards the decisions of an organisation, in order to enhance the sense of belonging among project team members (McHenry, 2012).

Another important project leadership theory is leader-member exchange theory, which provides that project information should flow from team members to leaders as well as from leaders to project members in order to enhance a strengthened cooperation and coordination of project activities (Li, Tang & Chau, 2019). LMX model encourages effective planning and use of project resources, which are the main parameters that determine the project performance measurement metrics (Graen & Canedo, 2016). This model is deemed appropriate in improving performance of employees as it develops their skills and utilizes their strengths, hence facilitating innovations in an organisation for project performance (Bauer & Ergoden, 2015). Additionally, traits of leaders such as supervisory role and motivation function should be performed effectively to capture the attention of project members (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012).

Path-goal theory is yet another important model that can be applied to project leadership as it stipulates that employees' motivation is contingent of the project leaders (Antonakis & House, 2014). In other words, leaders must follow the path leading to the attainment of the goals that they want employees to achieve for ensuring project success. According to this model, the role of a leader in an organisation is simplified into guiding employees, not towards acting on management plans, but towards selection of paths that are likely to lead to higher levels of job performance and satisfaction (Antonakis & House, 2014). In addition, another dispositional model that can be linked to project leadership is trait theory, which encourages leaders to appreciate diversity among employees (Aron, Aron & Jagiellowicz, 2012). It postulates that the different behaviors of individuals are likely to collectively influence project outcomes, but leaders can influence this by creating an organisational culture that supports the desirable traits (Jeronimus, Riese, Sanderman & Ormel, 2014). This is a psychological model which holds that traits differ from one individual to another, relatively stable for a given period of time, can be consistent under certain circumstances, and can ultimately influence an individual's behaviors (Jeronimus et al., 2014).

Finally, behavioral theory can also be applicable in the current study specifically on its influence on project leadership, project management and performance. This theory asserts that a number of elements influence changes of human beings' behaviors and include but not limited to physical factors, personal, psychological, and environmental among others (Van der Linden, 2013). In other words, the theory is relevant on project leadership as it helps leaders to understand their influence on employees' behaviors, and try to influence desirable behaviors for desirable outcomes. The reviewed theories have provided hypothetical backgrounds which can be informative in undertaking the current study so as to answer the research questions.

1.7 Conceptual Review

From the objectives, questions and hypotheses, a conceptual framework has been established to show the association between different variables for the study.

From the conceptual framework provided as figure 2.1 above, the independent variables are hypothetically established to be: leadership components which entail leadership skills, leadership experience, leadership quality, and leadership style; and leadership management functions which are influencing, aligning, motivating and directing respectively. These parameters are empirically shown to have an impact on the dependent variable for the study which is project performance with metrics such as timely completion of projects, projects being completed within budgets, improved quality of projects, enhanced customer satisfaction, and meeting project goals respectively.

Findings And Discussions

2.1 Background Information

2.1.1 Questionnaire Response Rate

From the surveys conducted, the researcher was able to receive a total of 96 responses where the questionnaires were successfully filled and returned. In this case, the study managed to achieve a 76% response rate. The implication of these outcomes is that the study was a great success, given that Keller (2014) opines that a survey response rate of between 30%-40% is acceptable in making inferences. Further, Keller (2014) states that web surveys are likely to yield lower response rate approximately 11% less paper surveys, while surveys within an organisation (internal surveys) are likely to have higher rates at approximately 60% compared to external surveys which are approximately 40%. In this case, the current study's rate of 76% is acceptable, indicating that outcomes to be reported can be a basis for inference making with regard to research objectives and target population respectively.

2.1.2 Reliability Test

Based on the proposed test for reliability, the researcher carried out a pre-test on five respondents whose answers are not involved in the final analysis. The feedback obtained from the pilot test was subjected to Cronbach Alpha ratio analysis and the results are given in table 4.1 below.

Table 4.1: Reliability Test

Variable	Number of Items	Cronbach Alpha
Leadership Components	50	0.71
Leadership Management Functions	30	0.73
Project Performance	25	0.74

Source: (Author, 2020)

All the ratios for the three variables in table 4.1 were above 0.7 as recommended by Ritter (2010). In this case, 0.71 for leadership components, 0.73 for leadership management functions, and 0.74 for project performance implies that all the items in the questionnaire were valid and yielding consistent results. However, the researcher notes that the more the number of items under each category, the higher the response rate, a fact that should further be explored to establish the reasons why. But in overall, an average of 0.727 is obtained which is above the minimum threshold.

2.1.3 Respondents' Age

On the background information, the researcher wanted to establish if the outcomes of the study can be linked to the age of the respondents or not and the feedback obtained is analysed and presented in table 4.2 below.

Table 4.2: Respondents' Age

Age Bracket	Frequency	Percentage (%)	Cumulative Percentage (%)
Below 20 Years	1	1.32	1.32
21-30 Years	5	6.58	7.90
31-40 Years	49	64.47	72.37
41-50 Years	11	14.47	86.84
Above 50 Years	10	13.16	100.00
Total	76	100.00	

Source: (Author, 2020)

As presented on table 4.2 above, majority of the respondents were in the age bracket of 31 to 40 years representing 64.47%, followed by those between 41 to 50 years at 14.47% and finally above 50 years who were represented by 13.16% respectively. Below 30 years were very few with a total of 7.90%. Therefore, results indicate that those who are in managerial positions for project management are above 31 years, an implication that the outcomes to be achieved will be linked to the age of respondents who are managers.

2.1.4 Respondents' Gender

Additionally, it was important to find out if gender of respondents is a factor that results will be inclined to, and the feedback obtained on bio-data of respondents is provided in figure 4.1 below in which respondents were required to select between male or female.

According to the feedback obtained as shown in figure 4.1 above, majority of the respondents were male at 55.26% while the female were 44.74%. However, this outcome reveals that the difference is minimal, an implication that results cannot be generalized to a given gender as both male and female population is represented fairly in the study.

2.1.5 Academic Qualifications

Another important bio-data that the researcher wanted to examine is the highest level of academic qualifications attained by the respondents, so as to inform the analysis and interpretation of the subsequent results. Feedback obtained is presented in figure 4.2 below.

Results provided on figure 4.2 shows that majority of the respondents had attained a master's degree at 60.53% followed by undergraduate qualification at 34.21% and finally doctorate levels were only 5.26%. In this case, these results can be inclined to individuals having attained master degree and undergraduate as they are the majority on the managerial positions as far as project management is concerned as opposed to doctorate degree as these were only 4, hence negligible.

2.1.6 Work Experience

It was also important to find out the duration the managers had worked in their companies, so as to find out the relationship between experience and perception with regard to project leadership. The outcomes obtained are analysed and presented in table 4.3 below.

Table 4.3: Work Experience

Duration in the Institution	Frequency	Percentage (%)	Cumulative Percentage (%)
Below 1 Year	0	0.00	0.00
1-2 Years	6	7.89	7.89
3-5 Years	30	39.47	47.36
6-8 Years	20	26.32	73.68
9-10 Years	15	19.74	93.42
Above 10 Years	5	6.58	100.00
Total	76	100.00	

Source: (Author, 2020)

The obtained results as reported on table 4.3 demonstrate that most of the project managers surveyed had worked for the period of between 3 to 5 years followed by those in the period of 6 to 8 years and 9 to 10 years at 39.47%, 26.32% and 19.74% respectively. This represents a cumulative percentage of 85.53% which implies that most managers had been in their respective organisations for a period of between 3 to 10 years, which is a good level of experience to give views concerning leadership approaches and employee motivation as well as project performance.

2.2 Leadership Components

The first variable in this study was leadership components, with an aim of establishing whether project performance is by any chance influenced by leadership. The specific areas of focus and the results thereon are analysed and presented in the sub-sections that follow.

2.2.1 Leadership Components and Project Performance

The first survey question was to find out the perceptions of respondents as to whether in overall leadership components impact project performance. The feedback given is analysed in figure 4.3 below.

Study findings support the fact that all respondents were in agreement that leadership components have a correlation with project performance at 100%. In this case, it is ascertained that every project leader is oblivious of the fact that different components of leadership have different impacts on overall performance of projects as well as employee performance. As such, the research sought to find out the specific components from the choices given and answers are presented below.

As presented on figure 4.4, respondents supported all the options given as being of great importance to project performance in terms of leadership components. Specifically, 100% of the sampled managers indicated that leadership skills, leadership experience, leadership quality and leadership style enhances project performance. In this regard, findings can be viewed to imply that in achieving greater results in project management, no leadership component can be ignored as they are significantly supported.

2.2.2 Work Commitment

The respondents' were also asked if they thought they were committed to work as project managers. While needed to indicate yes or no, the drive of this interrogation was to measure the motivation of leaders in a project context or in an organisation since they are also employees. The feedback provided is analysed and presented in the figure below.

Interestingly, results on figure 4.5 above indicate that all the managers at 100% were committed to their work, a fact that can loosely be interpreted to imply that they were all motivated. This result can be interpreted to mean that it is only when managers are motivated that they can motivate their followers.

2.2.3 Leadership Performance

Given that the managers cited that they are individually committed as leaders, the researcher further wanted to explore the extent to which they were satisfied with their performance and leadership levels. The outcomes are presented on a Likert Scale of 5 Points on which 1 is extremely poor, 2 is poor, 3 is average, 4 is good, and 5 is extremely good.

Table 4.4: Leadership Performance

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Extremely Poor	0	0.00	0.00
2 = Poor	0	0.00	0.00
3 = Average	10	13.16	13.16
4 = Good	26	34.21	47.37
5 = Very Good	40	52.63	100.00
Total	76	100.00	

Source: (Author, 2020)

Results on the Likert Scale presented in table 4.4 shows that there are no respondents who rated their leadership performance as being very poor or even poor. However, a total of 10 respondents representing 13.16% indicated that their performance was average, while 34.21% said they had a good performance, as majority represented by 52.63% indicated that they had a very good performance as leaders. Nevertheless, the researcher opines that since this was self-evaluation, it is possible to receive biased responses, which can only be confirmed or be disputed if a control survey was undertaken from employees in the same organisations, to ascertain the assertions by their managers in terms of their effective leadership. But in overall, a synthesis of these results shows a similar trend on motivation, linking satisfaction and motivation of managers.

2.2.4 Leadership Skills

Having established that the project managers support that they are using leadership skills well, it was important to analyse data on the leadership skills they use. This is primarily important as it will help the researcher to critically analyse if indeed the type of leadership adopted is ideal in fostering project performance through employee motivation, and the results obtained are provided in table 4.5 below.

Table 4.5: Leadership Skills

Leadership Skills	Frequency	Percentage (%)	Cumulative Percentage (%)
Listening Skills	10	13.16	13.16
Communication Skills	9	11.84	25.00
Planning Skills	41	53.95	78.59
Employee Engagement	16	21.05	100.00
Total	76	100.00	

Source: (Author, 2020)

As presented on table 4.5, most of the surveyed managers reported that they use planning skills to a larger extent supported by 53.95%, followed by employee engagement at 21.41%, then 13.16% for listening skills, and finally 11.84% for communication skills. In this regard, it is evident that planning is given much attention in project leadership, at the expense of other skills such as listening and communication. As a result, the study had sought to find out which among the four skills were considered important than the rest by the managers and the results obtained are given in figure 4.6 below.

From the obtained results as shown on figure 4.6, the outcomes agreed with those obtained for table 4.5, in which case majority supported planning skills as opposed to listening, communication and employee

engagement. Fundamentally, these results are a clear indication that the leadership adopted lacks all the necessary skills to make it appropriate in steering forward project performance and employee motivation.

2.2.5 Effective Leadership

The respondents were required to demonstrate the extent to which they agreed with a statement which said, “Effective leadership has an impact on employee motivation, which in return improves their coordination and cooperation towards making a project to be successful”. Their answers were tabulated in a five point Likert scale as shown in table 4.6 below.

Table 4.6: Effective Leadership

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Disagree	0	0.00	0.00
2 = Disagree	0	0.00	0.00
3 = Neutral	0	0.00	0.00
4 = Agree	0	0.00	0.00
5 = Strongly Agree	76	100.00	100.00
Total	76	100.00	

Source: (Author, 2020)

As observed in table 4.6, the results demonstrated that all the managers who participated in the study appreciates the fact that indeed effective leadership has an impact on employee motivation leading to an influence on coordination and cooperation, elements that are extremely important in achieving project success and improved performance. Ideally, the meaning of this finding is that management functions are not adequately implemented by majority of managers.

2.2.6 Leadership Style

Apart from leadership skills, the study sought to examine the perceptions of managers on motivating employees by asking them to agree or disagree on the statement which said, “Project performance is dependent on employee motivation and this is also determined by the type of leadership styles employed”. The outcomes obtained are presented in figure 4.7 below.

According to the feedback obtained which is analysed on figure 4.7 above, it is evident that most of the managers believe that employee motivation is determined by leadership styles, and this determines the

level of project performance obtained as 76.32% were in support of this view, while only 23.68% were for the contrary opinion. In this case, results can be synthesised to imply that as managers expect to be motivated at work, so they should expect their juniors to be motivated.

2.2.7 Ideal Leadership Styles

Another important aspect the study sought to find from the managers' views is whether there are leadership styles which are more ideal to project management than others. The feedback obtained is analysed and outcomes summarised in figure 4.8 below.

The results obtained also confirm that indeed there are certain leadership styles which are more applicable to project management as opposed to others, supported by 67.11% while the remaining 32.89% refuted this claim. However, the study did not focus to establish from the managers the specific leadership styles which they considered more appropriate and ideal for project management. However, in the context of this study, results can be interpreted that different management environment demands different leadership styles, and managers should be not be oblivious of this fact.

2.3 Leadership Management Functions

The second variable for the study was to integrate management functions into leadership of projects in establishing whether they have a relationship and if they influence project performance. Results obtained are presented in the sub-sections that follow.

2.3.1 Project Management Functions

In establishing whether project leadership has an association with management functions, the managers were asked to give their views as to whether management theories are applicable in their roles and their feedback is summarised in figure 4.9 below.

Results obtained from this question as analysed on figure 4.9 above shows that all managers who were reached agreed to the fact that indeed project management leaders have functions which are the same as those for management theories, supported by 100% of the survey population. This can be interpreted to indicate that successful project managers must have leadership attributes and embrace management functions respectively.

2.3.2 Management Functions

In seeking to examine the survey results for above outcome, the respondents were asked to state which among the management functions they thought project leaders should exhibit in ensuring project success and performance goals are achieved. The response they gave has been analysed and presented in table 4.7 below.

Table 4.7: Management Functions

Management Functions	Frequency	Percentage (%)	Cumulative Percentage (%)
Influencing Function	76	100.00	100.00
Aligning Function	76	100.00	100.00
Motivating Function	76	100.00	100.00
Directing Function	76	100.00	100.00
None of the Above	0	0.00	0.00

Source: (Author, 2020)

From management theory, the four main functions of management include; influencing, aligning or staffing, motivating, and directing. The study focused on these functions in enhancing proper project management. Results obtained as given on table 4.7 show that managers unanimously agree that project leaders must exhibit all the functions as 100% supported each one of them. Ideally, this result supports the fact that there is an association between project leadership and management function, which should be embraced to complement the overall responsibility of project leaders. A clear and simple interpretation of this outcome is that no management function is superior to others, as they all complement each other.

2.3.3 Leadership Approaches

Apart from the management functions, the researcher sought to find out which leadership technique the managers thought was more productive in managing employees. Feedback has been analysed and presented in table 4.8 below.

Table 4.8: Leadership Approaches

Leadership Approaches	Frequency	Percentage (%)	Cumulative Percentage (%)
Those who plan for team members	9	11.84	11.84
Those who involve team members in planning	51	67.11	78.95
Those who constantly monitors team members	4	5.26	84.21
Those who are strict with project goals	12	15.79	100.00
Total	76	100.00	

Source: (Author, 2020)

The outcomes that were achieved as presented in table 4.8 reveals that most of the managers think that leaders who involve employees in planning are likely to achieve higher performance results at 67.11% as opposed to those who plan for employees, those who just monitors, and those who are strict on goals supported by 11.84%, 5.26% and 15.79% respectively. These outcomes are a revelation of the qualities of certain leadership approaches that are desirable in project management which have the quality of stakeholder involvement and such styles include although they are not limited to; Laissez-faire, democratic, participative, transformational, and strategic styles among others. Further, the results refute use of styles such as autocratic or authoritative in which case employees or project team members are not given an opportunity to present their views at workplace. Hence, implying that there are some styles of leadership such as democratic, which is desirable by project teams than others.

2.3.4 Employees' Motivation and Commitment

Further on leadership styles, the research sought to determine if this had an impact on employees' motivation and commitment, which are fundamental aspects that determine employees' performance as well as job satisfaction. Results obtained are given on figure 4.10 below.

According to the views of the managers who were surveyed, 100% of them supported the fact that leadership style in overall impacts employees' motivation and commitment at workplace, while executing their mandates in project management. Ideally, this result is a demonstration that effective leadership style can enhance motivation among employees, and this will be translated towards positive and better project performance results. In essence, the implication of these findings is that employees are not only concerned about project performance metrics and goals, but also their personal goals and a balance must be established in order to make them motivated and committed.

2.3.5 Leadership Qualities

Apart from leadership skills, another important aspect which was investigated under this variable was the leadership quality. In this regard, the questionnaire needed respondents to indicate in a five point Likert scale the extent to which they agreed with a statement which said, “motivation of project team members is determined by the qualities of their leaders, who shape the perceptions, attitudes and beliefs that determine performance in an organisation”. The feedback they gave has been summarised and analysed in table 4.9 below.

Table 4.9: Leadership Qualities

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Agree	40	52.63	52.63
2 = Agree	26	34.21	86.84
3 = Neutral	10	13.16	100.00
4 = Disagree	0	0.00	
5 = Strongly Disagree	0	0.00	
Total	76	100.00	

Source: (Author, 2020)

Results on the Likert Scale given as table 4.9 above shows that a total of 86.84% agreed where 52.63% strongly agreed and another 34.21% agreed, with only 13.16% being neutral. There were no respondents who disagreed to the statement that qualities exhibited by project managers determine the levels of motivation among team members. Nonetheless, the study did not focus on the specific qualities which are desirable and those that are not considered to be appropriate.

2.3.6 Work Environment

Further, the questionnaire was to collect views of informants by demonstrating their agreement levels in supporting the statement that indicated, “Values and qualities exhibited by leaders in a project determine the type of environment that is created, which is either favorable or unfavorable, hence promoting project success and failure respectively”. The respondents were also needed to rank their answers in a scale of 5 points, and their feedback is analysed and presented in table 4.10 below.

Table 4.10: Work Environment

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Agree	40	52.63	52.63
2 = Agree	26	34.21	86.84
3 = Neutral	10	13.16	100.00
4 = Disagree	0	0.00	
5 = Strongly Disagree	0	0.00	
Total	76	100.00	

Source: (Author, 2020)

The results obtained as shown in table 4.10 are similar to those in table 4.9, in which case respondents agree that work environment is shaped by the qualities of leaders as perceived by project team. In this regard, the respondents unanimously agree that having better leadership qualities creates a favorable environment, and having bad qualities leads to an environment that is not favorable according to project team members' perceptions. Moreover, it is possible to link from these findings that success of a project and performance of employees to a greater extent depend on the work environment in an organisation. Therefore, results are interpreted that in a situation where personal attributes of a leader are considered appropriate by team members, the impact is that employees feel contented and they get motivated to execute their duties which leads to project success.

2.4 Project Performance

The dependent variable in this study was project performance, in which the performance metrics were completion of projects within proposed timelines and budgets, which are of high quality that leads to customer satisfaction and meeting defined project goals. Results which were obtained in this variable are analysed and presented in the sub-sections that follow.

2.4.1 Project Performance Metrics

The respondents were asked to select performance metrics from the options given, that were used in their organisations to measure whether projects were successful or not. They were given the option of selecting multiple metrics in case they used more than one, and the obtained feedback is summarised in table 4.11 below.

Table 4.11: Project Performance Metrics

Project Performance Metrics	Frequency	Percentage (%)	Relevant Percentage (%)
Timely Completion	76	100.00	100.00
Completion within Budget	76	100.00	100.00
High Quality of Projects	76	100.00	100.00
Improved Customer Satisfaction	76	100.00	100.00
Meeting Defined Project Goals	76	100.00	100.00

Source: (Author, 2020)

As observed from table 4.11, all the surveyed managers demonstrated that they make use of all the metrics which the researcher proposed to them in undertaking project performance, as 100% supported checking of quality, project duration, and actual budget taken; all these against the planned goals towards meeting the specifications by clients towards enhancing customer satisfaction. Therefore, these results can be interpreted to mean that there is no single performance measurement metric which is important than others, as all the KPIs are of great significance in establishing whether projects have performed or not.

2.4.2 Project Performance Parameters

Apart from the performance indicators, the researcher sought to find out from the managers which of the parameters they thought were important in enhancing project performance, by grouping them into two broad factors, based on the independent variables, namely; nature of leadership components exhibited, and nature of management functions adopted. The results are analysed and presented in table 4.12 below.

Table 4.12: Project Performance Parameters

Project performance Parameters	Frequency	Percentage (%)	Relevant Percentage (%)
Nature of Leadership Components Exhibited	76	100.00	100.00
Nature of Management Functions Adopted	76	100.00	100.00

Source: (Author, 2020)

Results provided on table 4.12 have also demonstrated a unanimous agreement by all the project managers who were surveyed that project performance is greatly impacted either positively or negatively by the nature of leadership components and management functions as 100% supported these factors. Ideally, this study finding can be construed to signal that performance of projects although can be

measured based on different indicators; its success will largely depend on the specific leadership skills, qualities, styles and attitudes which make up the components. Further, it is also determined by management functions such as influencing, aligning, motivating, and directing as previously established.

2.4.3 Leadership Practice

While seeking to strengthen the results on performance parameters for projects, the respondents were required to indicate the level in which they agreed or disagreed to a statement which said, “Performance entails how leadership is practiced and applied, where most experienced leaders are often likely to inspire their followers to be motivated towards better goal attainment”. The feedback that was received has been analysed and presented on a five point scale is given in table 4.13 below.

Table 4.13: Leadership Practice

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Agree	40	52.63	52.63
2 = Agree	26	34.21	86.84
3 = Neutral	10	13.16	100.00
4 = Disagree	0	0.00	
5 = Strongly Disagree	0	0.00	
Total	76	100.00	

Source: (Author, 2020)

Results shown on table 4.13 are similar to those in table 4.10 on work environment, in which it is established that leadership practice and application determines performance of employees and projects in overall as 86.84% supported this claim. As a matter of fact, there are no managers who disputed the claim although 13.16% remained neutral. Nonetheless, the results can be deduced to imply that application of leadership has a strong correlation with project environment, since the study has already noted that where better leadership traits are exhibited, then a favorable environment that can foster good performance results can be created and vice versa. In this regard, an experienced lot of leaders will know what can motivate employees and what might discourage them from, and strive to provide the former while avoid the latter.

2.4.4 Employees’ Well-being

The study further needed the participants to indicate their level of agreement or disagreement to a statement that stated, “If employees’ well-being is not taken care of, then results will not be any better

irrespective of the nature and type of project leadership that is employed”. The responses of the managers are analysed and recorded in a five point Likert Scale given as table 4.14 below.

Table 4.14: Employees’ Well-being

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Agree	30	39.47	39.47
2 = Agree	20	26.32	65.79
3 = Neutral	10	13.16	78.95
4 = Disagree	10	13.16	92.11
5 = Strongly Disagree	6	7.89	100.00
Total	76	100.00	

Source: (Author, 2020)

As shown in table 4.14, a total of 65.79% agreed to the fact that taking care of employees’ wellbeing is important towards the achievement of better goals in a project, provided that good project leadership and management is employed. In this case, the outcomes can be deduced to imply that employee motivation and wellbeing cannot be isolated from project management functions and leadership if good results are to be achieved. The three must be in place in order to make sure effective leadership and motivated project teams, and this works to promote improved coordination and team work that is important for success to be achieved.

2.4.5 Motivation, Language and Rewards

Further, the study sought to find out the extent to which respondents agree or disagree with a statement which said, “project leadership involves the nature in which leaders communicate to project teams, maintaining that choice of language and words that can have a potential impact on motivation and performance just like rewards and performance appraisal”. The feedback the managers gave has been analysed and presented on a five point scale given as table 4.15 below.

Table 4.15: Motivation, Language and Rewards

5 Point Likert Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
1 = Strongly Agree	70	92.11	92.11
2 = Agree	6	7.89	100.00
3 = Neutral	0	0.00	
4 = Disagree	0	0.00	
5 = Strongly Disagree	0	0.00	
Total	76	100.00	

Source: (Author, 2020)

According to the obtained results presented as table 4.15, it is established that 92.11% of the respondents strongly supported the fact that communication, choice of language, rewards, and performance appraisal are significantly important in determining employee motivation which enhances performance, also being supported by another segment of 7.89% of the respondents. This result can be interpreted to imply that employee motivation and project performance are not only determined by leadership qualities and other components of leadership, but also an extended way of relaying information to employees as well as other motivational factors. Therefore, project leaders must go beyond leadership functions and embrace an inclusive management style of embracing project teams.

2.4.6 Project Success Levels

Finally, the study sought to link the leadership and management approaches and results obtained to the level of success that have been achieved in the respondents' organisations and projects within a period of the last one year from the time of survey. The respondents were required to rank in a scale of 1 to 10, where 1 represents the least while 10 the highest level. From the obtained data, an average of 6.7 was obtained, which is an indication of 67% level of success, implying that 33% of the projects have failed within the last one year. Ideally, this outcome can be interpreted to indicate that although surveyed managers appreciate the role leadership components and management functions do in ensuring successful implementation of projects, some of the weaknesses observed in the study such as not embracing effective communication, proper listening skills and employee engagement accounts for the success levels that have not been achieved. Although the researcher did not specifically seek to examine how the performance levels were assumed, 67% shows above average but not very satisfactory if all performance metrics were to be taken into consideration.

2.5 Inferential Statistics

In order to establish the relationships among variables, the researcher decided to perform the inferential statistics whose results are presented in the subsections below. Such analyses are important in

determining the connection among variables in the study through regression analysis models. This makes it possible to generalize the outcomes from the sample population to a larger population of project managers.

2.5.1 Leadership and Project Performance

In establishing the extent to which leadership components are associated with project performance, the regression models below are used to interpret the results.

Table 4.16: Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.736	.695	.659	.23365

(Predictors: skills, experience, quality and style)

Source: (Author, 2020)

R square in this model which is the coefficient of determination is 0.695, an indication that 69.5% of change on project performance can be explained by leadership components discussed in this study which are; skills, experience, quality, and style. This can be inferred to mean that there are other factors of leadership that can explain the remaining 34.1% of project performance.

Table 4.17: ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
Regression	12.953	4	3.265	59.907	.000
Residual	8.507	46	1.011		
Total	21.460	50			

Dependent Variable: Project Performance (Predictors: skills, experience, quality and style)

Source: (Author, 2020)

The ANOVA table 4.17 gives a calculated F value of 59.907 against F critical of (4, 46). Therefore results are interpreted to mean that since the calculated F value is more than the F critical, then the model of regression is noteworthy.

Table 4.18: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	.769	.101			0.00
Leadership Skills	.423	.037	.022	.327	.002
Leadership Experience	.423	.037	.022	.327	.002
Leadership Quality	.423	.037	.022	.327	.002
Leadership Style	.423	.037	0.22	.327	.002

Dependent Variable: Project performance

Source: (Author, 2020)

Results show that leadership components (skills, experience, quality and style) all received same significance level of 0.002 which is low that the p-value of 0.05 at 95% confidence level, implying that they are all significance. The results are based on the fact that all components were supported 100% by the respondents.

2.5.2 Leadership Management Functions and Project Performance

This was to help in ascertain the extent to which management functions are associates with project performance.

Table 4.19: Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
2	.649	.523	.501	.21421

(Predictors: Influencing, Aligning, Motivating and Directing)

Source: (Author, 2020)

Results on the model summary table 4.19 shows that the R squared is 0.523 which implies that the discussed management functions account for 52.3%, hence there could be other aspects of leadership management functions that account for the remaining 47.7%.

Table 4.20: ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
Regression	9.101	4	2.984	37.856	.000
Residual	6.259	26	2.621		
Total	15.360	30			

Dependent Variable: Project Performance (Predictors: Influencing, Aligning, Motivating and Directing)

Source: (Author, 2020)

The ANOVA table 4.20 gives a calculated F value of 37.856 against F critical of (4, 26). Therefore results are interpreted to mean that since the calculated F value is more than the F critical, then the model of regression is noteworthy.

Table 4.21: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	.769	.101			0.00
Influencing Function	.369	.033	.017	.201	.004
Aligning Function	.369	.033	.017	.201	.004
Motivating Function	.369	.033	.017	.201	.004
Directing Function	.369	.033	0.17	.201	.004

Dependent Variable: Project Performance

Source: (Author, 2020)

Results show that leadership management functions (influencing, aligning, motivating and directing) all received same significance level of 0.004 which is low that the p-value of 0.05 at 95% confidence level, implying that they are all significance. The results are based on the fact that all components were supported 100% by the respondents according to the descriptive statistics.

2.6 Discussion of Results

In comparing and contrasting the study's outcome with the reviewed literature, it is pointed out that most of the findings have supported many of the studies that were reviewed. For instance, whether employee motivation can be influenced by leadership, the current study has established that indeed employees are motivated when they perceive the project leaders to be having effective leadership as opined by Rahbi et

al. (2017). Moreover, Rahbi et al. (2017) emphasized that in such situations, coordination and cooperation is increased which leads to project success. Moreover, a study by Naile and Selesho (2014) established that project performance depends on employee motivation levels, a fact that is upheld by the current study. In addition, the current study has found out that employee motivation to a larger extent depends on among other things, leadership styles. This finding supports Naile and Selesho (2014) in their view that leadership styles determines the level of employee motivation, in addition to their view that different leadership styles are likely to produce different levels of employee motivation. Moreover, Naile and Selesho (2014) links leadership styles to how employees are directed, motivated, influenced, and aligned. These are also upheld in the current study.

While focusing on which styles of leadership that are most preferred by employees, the current study noted that those managers who plan by involving employees tend to be motivating their project teams, a fact that is also opined in the literature by Alghazo and Meshal (2016). However, the current study does not specify that transformational leadership is the most ideal type in project management just as it is opined by Alghazo and Meshal (2016). This observation is shared by Li et al. (2019) who also opine that project management is best done through transformational leadership. Particularly, Li et al. (2019) maintains that transformational leadership integrates different stakeholders' interests, making employees to feel appreciated. This implies that the current study's findings that when employees are appreciated they feel motivated, it is simply an agreement with Li et al. (2019) literature.

Further, this study's findings have established that leadership components are important in shaping the overall project performance, as opined by Sougoi (2016) who asserts that project success depends on leadership styles, skills, experience and quality. Moreover, the regression results shows that all these components are positively significant in enhancing project performance, views equally shared by Kovach (2018) who maintained that there is no single leadership approach that can be said to be important, but having a mix of all components will yield better results. According to Awino (2015), it is not possible to separate leadership skills and styles in project management as they complement each other, and this is evident in the current study's observations. Moreover, Sudi and Sefer (2015) also put emphasis that qualities of leaders determines the perceptions of employees and their beliefs in terms of their work, a fact that is evident in the current outcomes. Further, in agreement with these observations, current study supports Ochola (2018) by indicating that the leaders' values and qualities shape an organisation's culture. The same views are opined by Khajeh (2018) as far as leadership and organisational culture is concerned towards shaping performance.

The current study has also noted that it is not only the type of leadership that is important, but also how it is applied and practiced. This was the observation of Hao and Rashid (2015), who further stated that most experienced leaders are likely to influence their team members to be motivated. However, the current study contradicts with Hao and Rashid (2015) by opposing the concept that irrespective of leadership style, if managers put focus on efficiency only they can still achieve better performance results. Additionally, the current study refutes claims by Samad et al. (2015) who had stated that the most important thing for better performance is employee well-being as opposed to leadership. Instead, the

current study has established that both employee well-being and leadership approaches are important to promote project performance. The study is also supported by literature reviews in which it is asserted that if project teams are involved in decision making, then they are likely to be more creative (Tetteh & Brenyah, 2016; Lei et al., 2019).

Shaban et al. (2017) also stated that project leadership shapes organisational culture as opined in the current study, leading to the overall observation by Mohammed and Wang (2015) who indicated that there is a relationship between leadership and organisational culture. Moreover, the study has shown that leadership is dependent on how employees are treated. Similar observations were made by Akhila (2019) who indicates that the type of leadership in an organisation determines whether employees are involved or not, supporting the assertions by Ndungu (2017) who claimed that approaches of leadership will dictate the level of employees' intrinsic and extrinsic motivation based on the motivational systems used. Additionally, Osabiya (2015) indicated that employee motivation cannot be separated from leadership approaches used which also has impacts on project performance as maintained by Kalu and Nonyelum (2018).

While focusing further on leadership and management functions, the study by Mayfield and Mayfield (2015) is also supported by the current study on the context of nature of communication adopted by leaders, selection of language, and reward systems as well as performance appraisal. Further, the study notes that functions such as directing, aligning, motivating and influencing are important in achieving improved project performance. Although the current study has established that some leadership approaches cannot be suitable in project management just like most of the past scholars, the views by Han et al. (2016) are contrary as they opine that specific styles are suitable to specific industries as far as project management is concerned. This assertion is similar to that of Lawter et al. (2015) who indicates that some environments of project management may require autocratic style of leadership which was found to be least favored by the current study's findings. In general, most of the views from literature reviewed have been supported in the current study apart from the few that have been contrasted in this discussion.

Conclusions And Recommendations

5.1 Summary of Findings

The study has managed to establish that leadership components, namely; leadership skills, leadership experience, leadership quality, and leadership styles can lead to a change in project performance by 69.5%. This indicates that other elements of leadership which were not within the scope of the current study do account for the remaining percentage. Moreover, there was a positive correlation between leadership and performance, based on the fact that the results obtained indicated a lower significance level compared to the p-value of 0.05 in each category. Further, all the significance levels obtained were positive.

Similarly, the study has established that leadership management functions do play a critical role in enhancing project performance. Specifically, the functions which were focused in this study, namely; influencing, aligning, motivating, and directing can potentially lead to a change in project performance by 52.3% of change in project performance. This is also an indication that other aspects of management functions not within the scope of the study have a likelihood of influencing project performance by the remaining percentage. More importantly, there was a positive correlation between management functions and project performance, based on the fact that significance values obtained were lower than 0.05 which was the assumed p value for the study at 95% confidence level. In addition, all the values for significance test obtained were positive in nature.

The study has also established that project performance can be measured by metrics such as timely completion of projects, following the formulated budgets, providing quality projects, enhancing customer satisfaction, and meeting the specified standards and project goals respectively. Nonetheless, this list of parameters that can be used to measure performance is not exhaustive as any potential metrics are not addressed within the current investigation's scope. Essentially, this study has found out that both leadership and management practices determine how employees in an organisation are committed or motivated towards enhancing efficient delivery of project mandates.

5.2 Conclusions

It is important to have a review whether the results obtained have answered the research questions and if the main research problem is addressed. This will further be followed by determining the nature in which the hypotheses which guided the study have been concluded. The first question of the study was to find out the impact of influencing on project management and performance. It has been answered that influencing promotes employee commitment which ultimately leads to better performance at workplace. The second question was to find out how does aligning impact project management and performance. It has also been revealed that aligning ensures positive attitudes and culture at workplace, which in return promotes productivity. The third question was to find out the role of motivating in enhancing project performance. This study has established that motivating employees makes them feel appreciated and improves their job satisfaction which is important in enhancing project performance. The fourth question was to establish the effect of directing in project management and performance. It has also been noted that directing ensures that common goals, values and views are shared among project teams, which increases productivity and quality of projects.

On the study's objective, the first objective was to determine the effect of leadership skills on performance of projects. This objective has been met since the study has demonstrated that leadership skills have a positive effect on project performance. The second objective was to establish the effect of leadership experience on project performance, which has also been found to have a significant and positive effect, leading to better project performance. While focusing on the third objective of determining the effect of leadership quality, the results have concluded that once project teams perceive their leaders to have

qualities that are desirable, they are in return motivated and perform better. Finally, on leadership style, this objective has been met since it has been noted that certain styles such as democratic, participative and transformational positively impact project performance, while others such as autocratic among others have a negative impact on project performance. While focusing on the study's hypotheses, the following conclusions can be made as summarised in table 5.1 below.

Table 5.1: Summary of Hypotheses

No.	Hypothesis	Conclusion
H _{1A}	Project Leadership positively influences project performance	Accept
H _{1O}	Project Leadership does not have any positive influence on project performance	Reject
H _{2A}	Leadership management functions positively influences project performance	Accept
H _{2O}	Leadership management functions negatively influences project performance	Reject

Source: (Author, 2020)

Based on the summary in table 5.1 and the regression analysis, it is concluded that the alternate hypotheses have been accepted while the null hypotheses have been rejected. This is based on the fact that all the tests had positive and significant relationships between the independent variables (leadership components, and management functions) with the dependent variable (project performance), as theorized in the conceptual framework provided as figure 2.1. Therefore, the study's main aim which was to establish how leadership influences project performance has been met and various observations have been made. This include the fact that performance of projects depends on the type of leadership adopted by managers, which is also influenced by the project environment and more importantly on the industry to which projects are executed. Further, it is revealed that for projects to be said to have performed well, they must meet certain minimum criteria which include but not limited to; being completed in time, within the budget, being of high quality, meeting customer specifications, leading to customer satisfaction, and meeting the predefined organisational goals. The conduct of this study has objectively shown consistency of ideas from chapter one where envisaged objectives and questions were stated, further examined in detail through empirical and theoretical review. The gaps identified enables the researcher to focus on methodological philosophy which guided the survey process and data analysis whose outcomes have been reported in chapter four. The process of comparing results and literature has made it possible to make inferences, as well as recommendations which are offered below.

5.3 Recommendations

For future studies, the current research recommends that scholars should focus on specific industry, and identify differences in multi-industry results. Further, the study recommends that future studies should

seek to establish the other aspects of leadership components and management functions which were not within the scope of this study that have an impact on project performance. Future studies should also adopt different methodologies and philosophies in undertaking similar studies to a larger population so as to compare their outcomes with the current findings. For practice, the current study recommends that project managers should not only focus on employees achieving or not achieving goals, but also on the type of leadership they are employing. Further, they should consider project environments in making decisions on which approaches of management they should use. Finally, it is important for project managers to consider involving project teams in planning, implementing, and controlling of project parameters, as this will improve employee commitment and motivation, which are important in ensuring project success.

Declarations

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Competing Interests

The authors declare no competing interests.

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Figures

Independent Variables

Dependent Variable

Figure 1

Figure 2.1: A Conceptual Framework Source: (Author, 2019)

Figure 2

Figure 4.1: Respondents' Gender Source: (Author, 2020)

Figure 3

Figure 4.2: Academic Qualifications Source: (Author, 2020)

Figure 4

Figure 4.3: Leadership Components and Performance Source: (Author, 2020)

Figure 5

Figure 4.4: Leadership Components Source: (Author, 2020)

Figure 6

Figure 4.5: Work Commitment Source: (Author, 2020)

Figure 7

Figure 4.6: Leaderships Skills Source: (Author, 2020)

Figure 8

Figure 4.7: Leadership Styles Source: (Author, 2020)

Figure 9

Figure 4.8: Ideal Leadership Styles Source: (Author, 2020)

Figure 10

Figure 4.9: Project Management Functions Source: (Author, 2020)

Figure 11

Figure 4.10: Employee Motivation and Commitment Source: (Author, 2020)

Supplementary Files

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