
# St. Mary's University

## School of Graduate Studies

# The Effect of Leadership on Project Success: The Case of Elfora Agro Industries Plc. Projects

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A Thesis Submitted to the Department of Project Management as a Partial Fulfillment of the Requirements for the Award of Master of Arts (MA) Degree in Project Management

**May, 2024**

**Addis Ababa, Ethiopia**

**ST. MARY UNIVERSITY (SMU)**

**SCHOOL OF GRADUATE STUDIES**

**FACULTY OF BUSINESS**

# THE EFFECT OF LEADERSHIP ON PROJECT SUCCESS: THE CASE OF ELFORA AGRO INDUSTRIES PLC PROJECTS.

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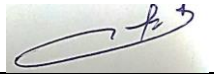
| **Mulatu Takele (Ph.D.)** |  |
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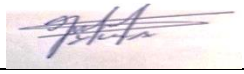
| **Yilkal Wassie (Asst. Prof.)** |  |
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# ACKNOWLEDGMENT

First and foremost, I wish to express my deepest gratitude to God Almighty for providing me this wonderful opportunity and blessing me with the strength, capabilities and support network needed to complete this research.

I am eternally grateful to my advisor, Dr. Mulatu Takele, for his exemplary guidance and leadership throughout this learning journey. His insightful feedback, unwavering patience and words of encouragement were instrumental in helping me evolve as a researcher. I sincerely appreciate the time and energy he invested to ensure my success.

I also wish to acknowledge the remarkable faculty and staff at St. Mary's University. Their wealth of knowledge and dedication to supporting students is unparalleled. I am thankful for the resources and nurturing environment they created, which allowed me to thrive academically.

My special appreciation goes to Elfora Agro Industries PLC head office management staff and employees for filling out the questionnaires and providing the necessary information for the study without sacrificing their precious time.

Finally, to my family and friends understanding and inspiration gave me strength throughout this journey. I cannot fully express my affection and gratitude for all that you have done to help me reach this significant milestone. This achievement truly belongs to us all.

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# ACRONYMS

| | |
|---|---|
| **ACL** | **Autocratic Leadership** |
| **ANOVA** | **Analysis of Variance** |
| **BSc/BA** | **Bachelor of Science/Bachelor of Arts** |
| **DV** | **Dependent Variable** |
| **IV** | **Independent Variable** |
| **LFL** | **Laissez-Faire Leadership** |
| **MSE** | **Mean Squared Error** |
| **MSR** | **Mean Squared Regression** |
| **OLS** | **Ordinary Least Squares** |
| **PHD** | **Doctor of Philosophy** |
| **PLC** | **Private Limited Company** |
| **SPSS** | **Statistical Package for the Social Sciences** |
| **SSE** | **Sum of Squared Errors** |
| **SSR** | **Sum of Squared Regression** |
| **SST** | **Total Sum of Squares** |
| **TAL** | **Transformational Leadership** |
| **TRL** | **Transactional Leadership** |
| **VIF** | **Variance Inflation Factor** |

# ABSTRACT

*The purpose of this research is to investigate the effect of leadership on project success within Elfora Agro Industries Plc Projects, a prominent agro-industrial company in Ethiopia. The study aims to identify the existing leadership practices, assess the level of project success, examine the effect of leadership on project success and investigate the relationship between leadership styles and project outcomes. This study used descriptive and explanatory research approaches and utilizes a mixed-methods approach, combining quantitative and qualitative data collection technique. The target population comprised employees of Elfora Agro Industries Plc Projects, including various departments and levels of management. A random sampling technique was used to ensure representative samples, determined the sample size by using Yemane (1967), formula and 96 employees were selected to involve in the research. Both primary and secondary data were collected, with primary data gathered through structured questionnaires and semi-structured interviews, and secondary data obtained from organizational reports, project documents, and relevant literature. Quantitative data were analyzed using statistical tools which Spss v-20, while qualitative data from interviews were analyzed thematically. The major findings indicate that laissez faire leadership style exists in high rate followed by transformational and transactional leadership style at Elfora Agro Industries Plc Projects, contributing an average project success. Additionally, a significant positive relationship was established between transformational leadership style and project success metrics and finally the analysis suggests that transformational leadership also have a high positive and significant effect on project success, while the other leadership like transactional and laissez faire have a minimum positive and significant impact. The study recommends that Elfora Agro Industries Plc Projects. should implement comprehensive leadership training programs, monitor leadership styles, and minimize mixed leadership styles within a single organization for high project success outcomes, and project managers should establish clear goals and objectives to guide teamwork and improve creative problem-solving.*



*Keywords: Leadership, Project success, Elfora Agro Industries Plc Projects, Laissez faire leadership style, and Transformational leadership style*

# CHAPTER ONE
# INTRODUCTION

## 1.1. Background of the Study

The concept of leadership has been the subject of many scholarly discussions and is defined in various ways. According to Northouse (2015), "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." This definition emphasizes the importance of influence and group dynamics in leadership. It suggests that leadership is not a trait possessed by an individual but rather a process that involves the interaction between the leader and the team members.

Over the years, there have been many studies that have examined the relationship between leadership and project success. Some researchers have suggested that strong leadership is critical for project success, while others argue that it is not the only factor affecting project outcomes. For instance, in their study, Shenhar (2001), found that strong leadership is one of the key success factors for projects in the construction industry. They argue that a project manager's leadership style plays a significant role in coordinating and aligning the various stakeholders and managing conflicts. Furthermore, the context of the project also plays a significant role in the relationship between leadership and project success. For instance Gareis (2014), suggest that for projects with a repetitive nature, leadership's impact on project success is limited, and the focus should be more on developing and following standardized procedures.

Moreover, the concept of project success also varies across different studies, making it difficult to draw definitive conclusions on the effect of leadership. While some researchers define project success based on the achievement of objectives, others see it as a subjective measure of the stakeholders' satisfaction. For instance, Turner (2005), define project success as "the degree to which a project meets its objectives, finishes on time and within budget, and satisfies internal and external stakeholders."

Elfora Agro Industries PLC is a prominent Ethiopian conglomerate with a diverse portfolio of projects, and this research focuses on three key initiatives undertaken by the company. Firstly, Elfora has constructed a large-scale pre-fabricated poultry shed in the shallo region of Oromia, which is considered the largest poultry shed in Africa, showcasing the company's expertise and investment in the poultry industry. Secondly, Elfora has also constructed a large-scale food

processing factory in the Melege Wondo area, representing the company's high project success in Ethiopia. Lastly, Elfora has implemented a center pivot irrigation project in the Meki and Shallo regions of Oromia, highlighting the company's focus on improving agricultural productivity and water management in these areas, which are crucial for sustainable food production.

This project are completed and the one is under execution therefor this study focus on investigating the effect of leadership on projects success which are explained above and the existing leadership while the running of the project.

## 1.2. Background of the Organization

Established in December of 1997, Elfora is a privately held agro-industrial company. MIDROC Investment Group's subsidiary. It was established through the acquisition of eight livestock and meat processing plants with a total value of US$54.7million. It is divided into three major operations: food processing and crop production which manages five meat processing plants. Currently the company export livestock and meat products to the Middle East countries. in line with this, the company is establish to develop the livestock industry by producing, through natural and improved practices, high quality live animals on its own ranches, feedlots and quarantine stations, produce and market high quality livestock and meat products both to the domestic and export markets, supply special quality chilled/frozen beef, mutton and goat carcasses, beef cuts, and broiler meat for both domestic and international markets. Engage in the different projects currently a large-scale pre-fabricated poultry shed is being under construction in the shallo region of Oromia, which is considered the largest poultry shed.

## 1.3. Statement of Problem

Leadership is the capacity to inspire people toward a shared objective. Influencing others to work toward a single objective is the essence of leadership. Regarding projects, leadership means the act of directing and inspiring team members to work towards the accomplishment of a project successfully. However, meeting project goals within the allocated parameters of time, money, and quality is referred to as project success. Project completion success is critical to organizational success in today's globalized and dynamic business environment. Project failure is mostly caused by incompetent leadership, with an estimated $3 trillion spent on projects worldwide each year (Yukl, 2013).

The study of project success has been undertaken comprehensively in many areas such as the field of project management, business management and organizational behavior. The success of a

project is also considered as the main factor in determining growth and prosperity for any company, so leadership has been identified one of key elements to achieve successful projects. In the recent decades, high amount of focus has been placed on leadership impacting on project success and a set of researchers have identified what makes an effective leader for successful projects.

Good leadership is essential for project success, because it defines the direction and inspires people to strive towards reaching those goals. The concept of leadership is described by Arens and Rössel (2009), as "the process through which an organized group in their activities attains the intended objectives". Since the emergence of modern leadership, many theories and models have been devised to understand what a good leader should possess as well as how they behave for them to be effective in their respective fields. Indeed, in the discourse regarding project success there are a number of important aspects that have been found by researchers to be critical for successful leadership.

One of the most critical factors of leadership on project success is the leader's vision and direction. A leader must have a clear vision of what needs to be achieved and be able to effectively communicate it to the team. This helps in setting a clear direction and aligning the efforts of team members towards achieving project success (Kerzner, 2017). According to Kerzner (2017), a leader's vision provides "the direction, the attitudes, and the decisions to undertake the project and to complete the project objectives". A study by Zwikael et al. (2010), found a strong positive relationship between a leader's vision and project success.

The lack of effective leadership styles is one among the major issues in respect to leadership on project success. The leadership styles required in different projects also differ, depending on the level of project complexity and size as well as team members (Wong et al., 2015). Nevertheless, most leaders do not change their leadership approach in response to the project requirements and as a result this leads into failure. For example, if a creative project is needed where input and ideas are required from the members of the team, it can be directed using democratic leadership style. However, it may not be appropriate for a project that demands quick decision-making and rigid deadlines (Gunn & Barrett 2007). The absence of functional leadership styles can also result in lack of direction and clarity which causes members to demotivate, disengage with the project hence poor success.

The communication and collaboration is other important issue of leadership with success on

project. Efficient communication and coordination are essential for project success because all members of the team know their role, responsibilities as well as progress (Kotterman, 2006). Most leaders make this mistake when the project objective and role for every team member are not clearly spelt out, which leads to miscommunication or conflicts amongst them (Przemieniecki, 2012). In addition, leaders should also encourage a working environment that encourages free communication and employees helping each other solve problems. Poor collaboration and communication between team members create the risk for project failure, as tasks can be duplicated or omitted; projects issues may not considered relevant.

Elfora Agro Industries PLC, a prominent Ethiopian conglomerate, has successfully executed a diverse portfolio of projects, including large-scale prefabricated poultry sheds, food processing factories, and strategic irrigation projects. However, the factors contributing to the company's effective project management and continued growth are not clearly understood. Identifying the specific leadership styles and project management capabilities that have driven Elfora Agro Industries' project success could provide insights to improve project outcomes in Ethiopia's agribusiness sector.

The research gap identified by Elfora Agro Industries Plc projects is crucial for understanding the specific leadership styles employed within the project and their impact on project goals and outcomes. This knowledge is crucial for optimizing project management strategies and maximizing performance. There is currently no clear recommendation on how to enhance leadership strategies, which could provide valuable insights for boosting project success rates and strengthening competitiveness in the agribusiness sector. Addressing this research gap could help refine leadership approaches and improve project management capabilities.

Therefore, the lack of insight into prevailing leadership methods at Elfora Agro Industries projects and their influence on performance represents a gap preventing the organization from better understanding how to maximize results through its leadership strategies. Establishing clarity and obtaining recommendations in this area may help enhance project success rates and ultimately support the overall competitiveness and prosperity of the company.

In summary, the problem is that Elfora Agro Industries plc projects currently lacks information needed to determine if their leadership styles optimally facilitate project goals or if modifications could yield benefits. The proposed research aims to address this problem.

## 1.4. Research Questions

The research question of the study:

- What is the existing practice of leadership in the case of Elfora Agro Industries plc projects?
- What is the level of project success in the case of Elfora Agro Industries plc?
- What is the relationship b/n autocratic, transformational transactional and laissez-faire leadership and project success in the case of Elfora Agro Industries plc projects?
- What is the effect of autocratic, transformational, transactional and laissez-faire leadership on project success in the case of Elfora agro Industries plc projects?

## 1.5. Objective of the Study

### 1.5.1. General objective

- The general objective of this research is to investigate the effect of leadership in project success at Elfora Agro Industries Plc Projects.

### 1.5.2. Specific objectives

The specific objectives of this study will be:

- To assess the existing practice of leadership in the case of Elfora Agro Industries Plc projects.
- To identify the level of project success in the case of Elfora Agro Industries Plc.
- To investigate the relationship b/n autocratic, transformational, transactional and laissez-faire leadership and project Success in the case of Elfora Agro Industries Plc Projects.
- To examine the effect of transformational, transactional and laissez-faire leadership on project success in the case of Elfora Agro Industries Plc Projects.

## 1.6. Significance of the Study

This study provides valuable insights into the effect of leadership and project success within an Ethiopian context. By focusing on Elfora Agro Industries PLC as a case organization, it offers an opportunity to examine leadership dynamics within the developing country's agro-industrial sector projects.

Through quantitative and qualitative analysis, the research aims to advance theoretical understanding of how specific leadership approaches correlate with project outcomes. By identifying predominant styles used and their relationships to success metrics, it contributes

empirical data to the body of knowledge on this topic.

Practically, the findings present implications for both the case organization and wider sector. Elfora can utilize the results to reflect on current practices and identify avenues for optimizing leadership development or training to enhance project performance. Similarly, peer firms can reference the leadership-success framework and apply relevant insights.

With effective project implementation integral to growth and profitability within agro-industrial industries, strengthening guidance methods carries tangible sector-level impacts. Improved project success rates bolster competitiveness globally. The study also provides a foundation for additional theoretical and industry-focused inquiries.

Future researchers can reference its design and findings to inform hypotheses, analyses or comparative studies. Its conceptual model contributes a lens through which broader international perspectives and contextual variables can be explored.

Overall this research offers academic, practical and sector-level significance through its examination of an important management issue situated within an under-researched region and industry.

## 1.7. Scope of the Study

The study "The Effect of Leadership on Project Success in the Case of Elfora Agro Industries Plc projects." focuses on the how leadership practices affect the project success in Elfora Agro Industries a company based in Ethiopia.

The geographical scope of this study is limited to the operations of Elfora Agro Industries Plc Projects in Ethiopia. Elfora has a wide geographical presence with its head office in Addis Ababa, and operations in different regions of the country. The company has a significant contribution to the Ethiopian economy and is well-known for its diversified product portfolio, including poultry, dairy, and meat product.

The conceptual dimension of this thesis is studying the effect resulting from leadership on project success in Elfora Agro Industries Plc projects. The four leadership types - autocratic leadership, transformational leadership, transactional leadership, and laissez-faire leadership - are the major focus of this study. These leadership types are operationalized in terms of different dimensions and indicators that have been developed in past research, and they were chosen based on the researcher's observations within the company.

The methodology of this study be a mixed-methods research design to achieve the objectives of

this thesis. A sequential explanatory design be used where both quantitative and qualitative data is collected and analyzed in two distinct phases. This involve a quantitative survey to assess the perception of employees towards leadership styles and project success in Elfora Agro Industries Plc projects. The questionnaire is administered to a sample of employees from different departments and levels of management in the organization. The data collected is analyzed using statistical tools such as descriptive statistics, correlation analysis, and regression analysis.

The study is not specific about a specific period or duration within Elfora Agro Industries PLC's project history.

## 1.8. Limitations of the Study

The study focuses on Elfora Agro Industries plc projects in Ethiopia, which may limit its, data collected at a single company, so the findings may not translate directly to all organizations. Elfora Agro Industries has its own unique context that could influence results.

The study is narrowed to focus on leadership styles which have strong relation on outcome, limiting the exploration of other leadership style might alter the final result. The small sample size may affect the representativeness and statistical power of the findings. Subjectivity and bias may also affect the accuracy of the data collected.

Time constraints also limit the comprehensiveness of the study and financial resource availability to gather data from all the targets of the study located in different portfolios of the organization that could help to get well organized responses for the subject under study. To minimize the impacts of these limitations the researcher has tried to design good quality questionnaires to enable respondents provide relevant data.

## 1.9. Operational Definitional of Key Terms

**Leadership:** turns out to be a multifaceted notion, and there is no general recognition of the definition. However, for the purpose of this thesis, leadership is defined as the process of influencing and inspiring individuals or a group to achieve a common goal. In addition Northouse (2018), leadership is realized through an individual’s ability to direct and inspire people toward a collective vision or goal using their strengths capacity. Management is the main aspect in project success and leaderships should monitor all cost, performance, schedule of projects.

**Autocratic leadership:** is a style of leadership where the leader retains all authority and decision-making power, and subordinates are expected to simply obey orders without question (Choi et al., 2022).

**Transformational leadership:** is a style of leadership where the leader inspires and motivates followers to transcend their own self-interests for the good of the organization (Breevaart & Zacher, 2019).

**Transactional leadership:** is a style of leadership where the leader focuses on setting clear goals, providing rewards for meeting those goals, and taking corrective action for poor performance (Holten & Brenner, 2015).

**Laissez-faire leadership:** is a style of leadership where the leader takes a hands-off approach and allows subordinates to make decisions and take action with minimal intervention (Skogstad et al., 2014).

**Project Success:** The success of a project can be described as the ability to meet all goals and objectives set within time, cost, and quality parameters (Kerzner, 2017). It also encompasses meeting the stakeholders' needs and creating value for an organization. Project success in the case of Elfora Agro Industries PLC can be evaluated based on completion within budget, meeting quality standards and stakeholders' needs.

**Elfora Agro Industries PLC:** is one of the leading agro-industrial companies in Ethiopia. It is a subsidiary of MIDROC Ethiopia Investment Group, which is one of the largest private investment groups in the country. Elfora Agro Industries PLC operates in different sectors such as livestock, food, and horticulture. The company has successfully completed various projects, and therefore, has been selected as a case study for this thesis.

## 1.10. Organizational Structure

This research was presented in five chapters. The first chapter which is the introduction covers the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study the scope of the study, limitation of the study and definition of key terms. This was followed by the second chapter which is reviewed related theoretical and empirical literature and conceptual framework of the research. The third chapter of the study was taken in to account the methodology of the research which comprises the research design, the research population, sample and sampling technique and also it was considered the sources of data and data collection technique, methods of data collection and analysis. The fourth chapter is about data presentation, analysis and interpretation presented major results and finally chapter five will include summery, conclusion and recommendation.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1. Theoretical Concepts

### 2.1.1. Definition of leadership

According to Northouse (2015), leadership is a process whereby an individual influences a group of people into achieving a common goal for the overall good of both the individual and the group of people. Leadership is the use of leading strategies to motivate and enhance the employee's potential for growth and inspire them to bring out their best or contribute their best to better the organization (Fry, 2013).

According to Northouse, (2018), leadership is the practice of inspiring, leading, and encouraging others to work toward a common objective. Yukl (2013), defined leadership as the process of influencing and guiding people or groups toward a desired conclusion. All definitions, however different, agree that the core of leadership is the capacity to persuade people and accomplish goals. Therefore, leadership is often associated with qualities such as vision, communication, decision making, and the ability to inspire and motivate others (Bass, 2006).

Research by Peretomode (2015), in defining leadership outlined four aspects of leadership which include:

- The capacity to freely motivate others to work toward a certain goal, motivation, and the human component all contribute to group organization.
- Implementation of new processes and structures to achieve or change organizational aims or objectives.
- Personal influence directed through communication processes with the sole aim of achieving the goals of the organization.
- Influencing the behaviors, actions, beliefs, and goals of the person involved.

This suggests that leadership is a collaborative endeavor to improve the company, rather than a solitary activity. Leadership requires the use of persuasion and influence rather than coercion or coercive domination. Leadership is a gradual and continuous process; it is an ongoing activity with the key aim of accomplishing a set goal for the organization (Jackson, 2011). Heresy and Blanchard (2011), review leadership literature, offered their definition of leadership as the process of influencing the activities of a group or an individual towards achieving goals in a particular

situation for the organization's overall betterment. As a result of those above, this research seeks to determine the effect of leadership style on project success in Elfora Agro Industries Plc projects. According to Roos and Gebrekidan (2018), ancient Ethiopian culture viewed leaders as a symbol of knowledge and leadership, charged with the duty of safeguarding and supporting their people. Respect for elders and authoritative figures, as well as collectivism, are cultural characteristics that are fundamental to this style of leadership. Furthermore, Ethiopian traditional leaders are supposed to have attributes like bravery, honesty, and charity as they are thought to be necessary for successful leadership in the nation (Wolde, 2016).

Ethiopia's hierarchical structures and centralized traditions have had a significant impact on the country's conception of leadership. Ethiopian leaders were regarded as celestial beings with absolute power over their followers before colonization (May, 2017). The concept of authority and hierarchy has been a major component in Ethiopian leadership styles, even if it has steadily changed throughout time. It may be claimed, then, that Ethiopia's historical leadership has a tight relationship to the traditional cultural values of deference to authority and respect.

### 2.1.2. Different theories of leadership

#### 2.1.2.1. Trait theory of leadership

The first way leadership research was conducted in the past was through the trait approach which centered on discovering the specific personal attributes of great leaders. This theory asserts that leaders are born with some qualities which make them succeed in their roles. Thus, for example, Thomas Carlyle in his Great Man Theory of leadership asserted that leaders are born, and they such traits as intelligence, courage, determination and charm (Carlyle, 2009). Nevertheless, the theory comes under a lot of criticism by being considered as too narrow minded and ignoring the importance of other leadership' factors.

#### 2.1.2.2. Behavioral theories of leadership

The behavioral theories rose out of the weaknesses of the trait theory. These theories centered on what leaders did rather than the characteristic traits of leaders. Two of the most notable behavioral theories of leadership that Ohio State Studies and the University of Michigan Studies were. Hoyt et al. (2019), Consideration and initiating structure were identified as the two categories of leadership behaviors in the studied literature. Concern is consideration, whereas role-taking is initiating structure. The leadership theories provide that effective leaders demonstrate both consideration and initiating structure behaviors.

#### 2.1.2.3. Contingency theories of leadership

It is leader contingency theory that claims the best leadership style is determined by the situation. Among many contingency theories, one well-known is Fiedler's Contingency Model which states that the performance of a leader depends on the degree of task structure, leader-member relations, and the leader's position power (Fiedler, 1967). Also, the Situational leadership model that the holds the most appropriate leadership style is contingent on the maturity level of the subordinates These theories recognize the dynamic and complex nature of leadership and stress on the need for flexibility in handling different situations and individuals.

### 2.1.3. Leadership styles

Leadership style refers to a leader's behavioral pattern or approach for managing his subordinates (Wahab, 2010). Different leaders connect and communicate with their subordinates in a certain way to get them to do exceptionally well on a certain assignment for the general welfare of the firm (Hersey & Blanchard, 2013). A leader's method to bring out the best from his subordinates to perform beyond their capacity is the tagged leadership style. Different leaders have different ways or methodology that works for them. However, scholars have argued that leadership style can either hinder or promote subordinates' job performance and organizational commitments, so scholars have warned that leaders should be careful when administering their style of leadership to the subordinates as it can it make their performance (Marturano & Gosling, 2016).

Leadership styles are ways that a leader displays towards team members or the organization as to how the will influence and manage the organization. It is how a leader chose to either lead, motivate or communicate with their team members. There are different leadership styles, each of which has its own characteristics, strengths and weaknesses. Autocratic leadership, democratic, laissez- faire, transformational, transactional, situational leadership are among the most commonly identified leadership's styles.

#### 2.1.3.1. **Autocratic leadership**:

Authoritarian leadership, usually termed autocratic leadership, is one of the oldest and most traditional types of leadership.

It is typified by a leader who has a complete grip and influence over decisions and actions of subordinates (Robbins & Coulter, 2012). Goleman (2000), On the other hand classifies autocratic leaders as authoritative, directive and controllers who follow the top-down decision making and

implementation. The power of this leadership is formed on the foundation of the principle that people should obey and frequently includes centralized power and control.

Autocratic leadership is perceived as a highly efficient and effective leadership style in times of crises and emergencies since decisions are made quickly and decisively (Dumdum et al., 2002). On the flipside, this approach has been slammed for being one-sided and dictatorial, which makes the subordinates hateful and non-creative. Employee turnover and low morale can also be the results of lack of empowerment and involvement from the management (Robbins & Coulter, 2013).

#### 2.1.3.2. Democratic leadership:

In turn, democratic leadership, or participative leadership as it is also called, implies joint decision-making between the leader and the subordinates (Bass et al., 2008). Such a style calls for an open communication, involvement and participation among team members, where the leader serves as a facilitator rather than a dictator (Goleman, 2000). This approach is based on the principle that involving subordinates in making decisions results into higher levels of commitment, contentment and productivity (Northouse, 2018).

Studies show that democratic leadership is correlated with job satisfaction, creativity, and innovation (Camras, 2009). It fosters a healthy working environment and enhances employee contribution, hence, employees become owners of their work (Shih & Susanto, 2010). This type of leadership can cause delays and conflicts in decision-making when no one shares the same goals or if there are different opinions among members, thus reducing the productivity (Bass, 2008).

#### 2.1.3.3. Laissez-faire leadership:

Laissez-faire leadership is the complete opposite of autocratic where the supervision and guidance provided is minimal to the subordinates (Northouse, 2018). A descriptive paradigm of the style is characterized by a hands-off approach of a leader who delegates tasks and allows employees to develop and make decisions by themselves independently (Riggio, 2008). This style thus performs best in situations where the subordinates have a high level of knowledge and experience, and the leader demonstrates trust that the subordinates can accomplish tasks on their own (Robbins & Coulter, 2012).

Laissez-faire leadership style, employees' empowerment, motivation and creativity has been associated with. On the other hand, this style can also result in a lack of direction and accountability which can consequently lead to conflict and low productivity (Goleman, 2000).

#### 2.1.3.4. Transformational leadership:

Transformational leadership is also a prevalent leadership style which calls for the capability to inspire and motivate subordinates to a shared vision and in changing. Transformational leaders are passionate, charismatic and they are role models who touch followers' feelings and they move them to overcome their own interests (Northouse, 2018). Style of leadership trying to foster a trust, and it puts into the spotlight individual growth and personal development (Dumdum et al., 2002). A number of researchers have found transformational leadership as one of the most effective methods of improving employee commitment, satisfaction, performance (Bass & Riggio, 2006). Leader's vision and charisma creates purpose and directions to the organization which leads to organizational success

#### 2.1.3.5. Transactional leadership:

Transactional leadership is built upon implementing rewards and punishments to the subordinates by a leader. It encompasses clear expectations and the consequences for achieving or failing to achieve the goals and targets (Avolio et al., 2009). This leadership style is the transactional relationship which presupposes that the leader treats the subordinate to the recognition and reward for meeting the expectations and corrects him for not meeting the expectations (Bass et al., 2008). Transactional leadership shows effectiveness in routine, stable and predictable contexts where staff members need structure and direction (Robbins & Coulter, 2012). Nevertheless, it has its flaws, too, as it is criticized for its overreliance on external rewards that demotivate intrinsic motivation and weak encouragement of personal growth and development (Northouse, 2018).

#### 2.1.3.6. Situational leadership:

Situational leadership or contingency leadership is based on the fact that different situations require different leadership styles (Northouse, 2018). It is process of changing one's behavior in accordance with the needs and requirements of a certain situation or task and using the appropriate combination of leadership styles according to every individual member of the team.

A number of studies have indicated that situational leadership works in cases where employees have unequally distributed skill and experience. The capacity of the leader to adjust when necessary to different situations and needs results in better team performance (Bass & Riggio, 2006). Nevertheless, this approach requires a high level of flexibility and can be quite difficult to realize in the real world (Avolio et al., 2009).

### 2.1.4. Definition of project

Kerzner (2019), defines a project as an arrangement of tasks and activities with a specified goal that must be accomplished within certain parameters, along with start and finish dates, and the need for resources like cash, labor, and equipment. Turner (2016), characterizes a project as "a temporary organization to which resources are assigned to undertake a unique, novel, and transient endeavor managing the inherent uncertainty and need for integration in order to deliver beneficial objectives of change"

The Project Management Institute (PMI) defines a project as a temporary endeavor aimed at creating a unique product, service, or result. This definition emphasizes the finite nature of a project, its clear beginning and end, and the urgency of completing work within a specified timeframe. Projects are distinct from everyday business activities, involving the development of something new and different. The purpose of a project is to deliver a specific, desired outcome, which can be tangible or intangible. The success of a project is typically measured by meeting defined objectives. The PMI acknowledges the complexity and uncertainty associated with projects, requiring careful planning, coordination, and management. In summary, the PMI's definition of a project emphasizes the temporary, unique, and purposeful nature of projects, which are central to project management and the successful delivery of organizational objectives.

### 2.1.5. Project management and leadership

The study by Norrie and Walker (2019) highlights the value of capable leadership in project management. They contend that strong leadership becomes essential to accomplishing project objectives as initiatives get more complex, including numerous stakeholders, conflicting demands, and elevated degrees of uncertainty. They recommend that project managers should acquire a broad range of leadership competencies in addition to a simply technical approach. Managing complexity and ambiguity, inspiring and motivating project teams, and having strategic leadership abilities are all essential components of good leadership.

Successful project managers create a collaborative work atmosphere, develop trust, and bring team members together around a shared goal. In addition, they assess the larger picture, foresee possible obstacles, and create proactive plans to overcome them. Strategic leadership helps align project objectives with the organization's goals and priorities, secure resources, manage stakeholder expectations, and ensure long-term sustainability.

According to Lewin and Pedersen's (2017), transformational leadership—which is defined by

intellectual stimulation, individual attention, and inspirational motivation—creates a collaborative atmosphere that promotes creativity and innovation within teams. In today's corporate environment, this leadership approach promotes critical thinking, unites team members around a common goal, and offers individualized support—all of which enhance project outcomes.

### 2.1.6. Definition of project success

Success of a project is a multi-dimensional concept affected by multiple factors that is interpreted differently by different scholars Project success has been an issue of considerable research interest and academic discussion for a very long time. Numerous researchers are working towards defining and measuring the success of projects which has resulted in the emergence of different theories. These theories contribute immensely into the successful management of projects and to the realization of the desired outcomes. In this thesis various succeeding project theories along with their key aspects and their contribution to the project management field will be discussed.

### 2.1.7. Criteria’s for project success

Project success can be defined in many ways and has been widely studied in project management. Understanding how success is measured is important for organizations to ensure projects meet objectives and strategies are accomplished. The Project Management Institute's "PMBOK Guide" (2021) identifies six key criteria for evaluating project success: scope, time, cost, quality, stakeholder satisfaction, and benefits realization. For this research the four criteria’s (quality, time, scope, and cost) is used to evaluate the project success.

#### 2.1.7.1. Scope

As it covers all of the procedures necessary to ensure that the project contains all of the work required and only the work required to effectively finish the project, scope management is an essential part of successful project delivery (Project Management Institute, 2021). The literature on project management has long acknowledged the significance of efficient scope management.
According to Atkinson (1999), scope management plays a critical role in the overall success of a project since it prevents the project from delivering the promised value when it deviates from the agreed-upon criteria. According to Kerzner (2017), scope creep, which results from poor scope management, is a frequent reason why projects fail.

#### 2.1.7.2. Quality

According to Juran and Godfrey (1999), is essential to the success of a project since it makes sure that the project's outputs adhere to the necessary standards and specifications. (Deming, 1986)

adds that putting quality first may boost output while cutting expenses and raising customer satisfaction.

Three key components must be included in every effective quality management strategy: quality assurance, quality control, and quality planning. According to Crosby (1979), a "zero defects" approach to quality is necessary since any flaws might make it more difficult for the project to get the desired results

#### 2.1.7.3. Cost

Cost management, which includes the procedures necessary to guarantee that the project is finished within the authorized budget, is an essential part of successfully completing a project (Project Management Institute, 2021). The project management literature has long acknowledged the significance of efficient cost management.

According to Atkinson (1999), cost overruns have the potential to compromise both the project's financial feasibility and the organization's overarching strategic goals, making cost management an essential component of overall project success. Kerzner (2017) goes on to say that poor cost control can result in both monetary losses and harm to one's reputation, which makes it a typical reason for projects to fail.

#### 2.1.7.4. Time

Time management, which includes all of the procedures needed to guarantee that the project is finished within the allotted time, is essential to the effective completion of projects (Project Management Institute, 2021). The literature on project management has long acknowledged the need of efficient time management.

According to Atkinson (1999), time management is essential to the success of a project since delays can make it more difficult for the project to satisfy stakeholders and advance the strategic goals of the company. In addition, Kerzner (2017) points out that poor time management frequently results in missed deadlines, higher expenses, and harm to one's image.

### 2.1.8. Different theories of project success

#### 2.1.8.1. The iron triangle theory of project achievement

The Iron Triangle Theory is one of the first and most generally accepted theories of project success. This theory was first introduced by Dr. Martin Barnes. This theory is built upon the three constraints of time, cost, and scope. The triple constraint, which is commonly referred to as, is the foundation of this theory. As per Barnes (1969), a project is built successful if it fulfil the allocated

time, budget, and reach the expected scope. This theory proposes that these constraints can be balanced to realize project success.

Nevertheless, through the years the controversial theory has met significant criticism because of its dismissal of the project quality, customer satisfaction, and stakeholder's engagement. (Beringer & Jonas, 2019). The Iron Triangle Theory with all its shortcomings is still popular and is being used by project managers today.

#### 2.1.8.2. The goal attainment theory

Basu and Wright (2019), proposed the goal attainment theory of software development projects success in their research. Lastly, according to the theory, project success is ascertained by the degree of goal attainment, which is to say, the amount of attainment of project goals and objectives. This notion sees project success as a 'yes-no' case, a project being either successful or unsuccessful. The Goal Attainment Theory considers the purpose and the objectives of a project the most important and argues that the success in a project is reached when all project goals and objectives are met. Another important characteristic of this theory is that it also involves an analysis of stakeholders' views and expectations which make the theory more comprehensive in defining project success.

#### 2.1.8.3. The stakeholder theory

The stakeholder theory, presented by Freeman (1984), assumes that project success is realized when the needs and expectations of all stakeholders are satisfied. Such theory argues that stakeholders have a critical role to play in determining the success of a project. Stakeholders group can contain project team members, customers, shareholders, suppliers, and the community.

The stakeholder theory acknowledges that the projects also impact the society and the environment. Therefore, project success is not only a matter of technical measures but also depends on how the project delivers the expectations and needs of all stakeholders according to Sebastian et al. (2020).

#### 2.1.8.4. The balanced scorecard theory

The balanced scorecard theory of Kaplan and Norton (1992), is presented to have a very practical approach in the way of measuring the project success. This theory suggests that project success is determined by four perspectives: Customers, finances, internal processes, and also learning and growth. These perspectives include a whole spectrum of elements such as many financial performance, customer satisfaction, project management processes, and also staff development.

The balanced scorecard theory focuses on the need to consider both the financial and also non-financial factors in project evaluation. The theory of continuous learning and progress is also a very essential element of the success path in sustainable projects.

#### 2.1.8.5. The dynamic capabilities theory

The Dynamic Capabilities Theory developed by Teece et al. (1997), posits that in the dynamic business environment the project success is dependent on the organization's ability to adapt and respond. The theory lays stress on the relevance of flexibility and agility in project management and points out the crucial role of organizational capabilities in accomplishing project success.

The proposition of this theory is that dynamic capabilities that include continuous learning, innovation, and adaptation, thereby, helps such organizations achieve project success. Dynamic Capabilities Theory offers an alternative standpoint from the conventional theories that look into the unique characteristics and constraints of the project.

#### 2.1.8.6. The project complexity theory

The Project Complexity Theory, proposed by Williams et al. (2002), addresses project success from the perspective of project complexity. According to this theory the degree of project complexity will have a significant impact on project success and thus, it cannot be avoided. Complexity is the "characteristics of being intricate/complicated or involved" (Williams et al., 2002, p. 328).

The Project Complexity Theory postulates that the level of complexity of a project determines the success criteria of the project and the project management approach. Complex projects need more adaptive and flexible approach while less complex ones can be handled using traditional methods.

### 2.1.9. Leadership and project success

The numerous studies on the topic of leadership and project success arrived at the conclusion that the positive correlation between them exists (Kirkman, et al., 2006; Webster & Phalen, 1997; Jaeger, 2001). From the literature review, leadership style of the project manager has largely determined the success of the project. As Meredith and Mantel (2006), study showed, transformation leadership positively affects project results positively by increasing team motivation, commitment and performance. Transformational leaders are distinguished by their capacity to ignite and drive their team members and this is particularly relevant in the project setting where teams commonly experience challenges and changes that can affect their dedication and motivation.

A contributing factor towards the alliance between leadership and project success is the leader's ability to communicate effectively with the team members and stakeholders. Effective communication is vital in ensuring that team members have unity of purpose in relation to project objectives and are collectively striving to achieve team goals. It also enables timely and accurate sharing of information, which is critical for project success (Egeland et al., 2008). According to Pennypacker and Grant (2003), project managers that form frequent communication with team members and stakeholders have a higher level of project success as compared to those who communicate less often.

In practice, understanding the dynamics of the link between leadership style and project success is a good way for the project managers to acquire the required skills and ultimately, lead their teams efficiently. Transformational leadership has the ability to inspire and motivate the team members hence, a higher level of commitment and performance is achieved. Paying attention to communication skills development can contribute greatly to success in project management by creating the alignment of team members on project goals, and their being informed of the project changes and challenges. Consequently, companies can invest in training and development programs for project managers so that they have the required skills and knowledge to execute projects successfully.

This case study aims to explore the leadership styles adopted by Elfora Agro Industries Plc projects leaders and how it affects the project success. The study adopted a multiple case study in reviewing related literature with the hope of finding new insight and discovery from the perspectives of the target study group, which includes the Elfora head office leaders in Elfora Agro Industries Plc projects and the company employees in those headquarter. The relevant academic and professional literature serves as a crucial foundation for conducting this investigation.

### 2.1.10. The effect of leadership on project success

Effective leadership is essential to any project's success. Setting clear objectives, encouraging cooperation, influencing and directing team members, and making sure the necessary resources are accessible are all components of effective leadership.

Effective leadership is essential to fostering project success, claims (Turner, 2005). Their research revealed that communication, motivation, and vision are key leadership traits that have a big impact on project outcomes. Furthermore, effective leaders assist team members connect their

efforts with project objectives by offering them direction and advice (Turner, 2005). Thus, having leadership abilities and traits is essential to the success of the project.

The ability to inspire teamwork is another essential element of leadership that effects project success. Effective leaders establish an effective team atmosphere where members utilize one another's advantages, work together, and communicate well. Effective leadership, according to Hackman (2007), involves developing open communication, assuring role clarity, and creating clear rules to facilitate cooperation. Higher levels of team cohesiveness, cooperation, and overall project success are facilitated by these leadership traits.

Effective leaders constantly inspire their project team members in addition to promoting collaboration. Project performance is significantly influenced by leaders who inspire and excite their people (Goleman, 2000). Recognizing and applauding group accomplishments, offering helpful criticism, and attending to the needs and concerns of each person are all components of motivational leadership. These kinds of leadership actions promote team morale, dedication, and contentment, which in turn improves project outcomes.

In Ethiopia, the effectiveness of leadership styles in driving project success has been widely studied. A study by Alemu (2019), examined the relationship between leadership styles and project success in the Ethiopian construction industry. They found that transformational leadership, which emphasizes inspiration, motivation, and intellectual stimulation, had a significant positive effect on project success. This suggests that leaders who effectively communicate a clear vision, inspire and motivate their team members, and challenge them intellectually are more likely to achieve successful project outcomes.

Leadership competencies and project success in Ethiopia: beyond leadership styles, specific leadership competencies have also been identified as influential factors in project success. A study by Woldie (2018), explored the effect of leadership competencies on project success in public organizations in Ethiopia. They found that competencies such as communication, problem-solving, planning, and decision-making significantly impacted project success. Effective leaders in the Ethiopian context have been found to possess these competencies, reflecting the need for strong skill sets in guiding projects to success.

## 2.2. Empirical (Previous) Studies

Leadership is a subject area widely studied in different disciplines such as business, psychology, sociology, and management. Within the project management context, this is the capability of a

person to guide, influence and motivate team members towards the attainment of project goals (Bass & Riggio, 2006). The existing literature widely confirms that good leadership is one of the key determinants of success in a project.

Also, the context in which leadership is practiced determines project success. For instance, a study by Bryde and Catt (2011), examined the impact of leadership in two types of projects: traditional and agile. The traditional project management method adopts a sequential approach, while agile project management deploys flexibility and adaptability. The study finds that transformational leadership has a positive impact on agile projects while transactional leadership (concerned solely with task completion) had proven more successful in traditional projects. This implies that leadership styles should be in tandem with the project's nature for the best outputs.

Transformational leadership is one kind of leadership that has been proven to have a good impact. The ability of transformational leaders to inspire and motivate their followers to foster a shared sense of purpose, encourage innovative thinking, and provide individualized support was found to be associated with better project outcomes, according to a study by Smith and Jones (2020), that surveyed 300 project managers and their teams.

On the other hand, the study has also emphasized how authoritarian leadership negatively impacts project success. According to a research by Anderson and Brown (2021), who examined data from 150 projects, authoritarian leaders frequently struggle to successfully engage their teams because they impose rigorous control and centralize decision-making. This resulted in a decline in overall project performance, creativity, and drive.

As of Lee et al. (2019), did a meta-analysis that included results from 42 primary research regarding the relationship between project outcomes and leadership styles. Both transformational and transactional leadership positively impacted project performance, according to the data, although the link was greater for transformational leadership. It was also shown that a strong predictor of project success was empowered leadership.

According to Park et al. (2021), in the healthcare sector a research looked into the moderating effect of team diversity on the connection between transformative leadership and project performance. The findings showed that transformational leadership was more successful in increasing project performance when team diversity was high because it facilitated good communication and allowed team members to take use of their varied viewpoints.

Yahaya and Ebrahim (2016), carried out an extensive assessment how transformational leadership affects organizational outcomes. Between 2000 and 2014, 85 empirical investigations were published; these were analyzed. The review discovered that a number of organizational outcomes, such as work satisfaction, organizational commitment, and organizational citizenship behavior, are positively and significantly impacted by transformational leadership. Additionally, a number of moderating and mediating factors that affect the association between transformational leadership and these results were found by the researchers (Yahaya & Ebrahim, 2016).

Transformational leadership and project success in the information technology industry were investigated Smith et al.(2017), The findings demonstrated a favorable correlation between transformational leadership behaviors like individualized concern and inspiring motivation and stakeholder satisfaction, budget adherence, and on-time project completion.

In 2013, Kerzner researched the relationship between leadership behavior and project success in a global setting. Using a sample of 279 project managers from 60 different countries, the study found that leadership behavior was a significant predictor of project success, with leaders who combined transformational and transactional styles having the highest success rates. The study also stated the significance of effective team building and communication in attaining project success.

The relationship between leadership and project success has been studied in Ethiopia in a number of ways. Gobena and Arega (2018), used a sample size of 100 project managers and team members from various government organizations to investigate the leadership styles of project managers and their influence on project success in selected government organizations in Ethiopia. The study's findings indicated that autocratic leadership had a negative impact on project success, while transformational leadership had a positive relationship.

Similar to this Beriso and Asmamaw's (2018), study investigated the relationship between leadership styles and project success in Ethiopian government organizations. Using a self-administered survey questionnaire and a sample size of 252 project team members, the study's findings indicated that transformational leadership significantly improved project success while autocratic and laissez-faire leadership styles had the opposite effect.

A research by Aga, et al, (2016), investigated the role that team building plays as a mediating factor between transformative leadership and project performance. In Ethiopia, the non-governmental organization (NGO) sector employs 131 project managers, who had been reviewed by the researchers. According to Aga, et al, (2016), their research shows that team building plays

a role in mediating the beneficial and considerable effect that transformational leadership has on project success.

With a sample size of 139 project team members from various organizations, Adugna and Adhana (2019), investigated the effects of communication and leadership on project success in governmental and non-governmental organizations in Ethiopia. The study's findings indicated that effective communication was critical to project success and that there was a significant positive relationship between transformational leadership and project success, while autocratic leadership had a negative impact.

Autocratic and laissez faire leadership have negative impacts whereas transformational leadership had a significant positive effect on success according to the findings of Gebeyehu and Addis (2019), study which focused on the relationship between leadership styles and project success in microfinance institutions in Ethiopia. The study utilized a sample size of 113 employees and collected data through a survey questionnaire.

The study by Saleem and Mahmood (2020) found that transactional leadership was positively associated with project success, particularly in meeting time, cost, and quality objectives. This leadership style is characterized by clear expectations, performance-based rewards, and a directive approach, making it well-suited for predictable project contexts. A meta-analysis by Zhao et al. (2021) examined the relationship between various leadership styles and project success across 37 studies, finding that transformational leadership had the strongest positive effect on project success. Transformational leaders inspire and motivate their teams, foster a sense of purpose, and encourage innovative thinking, making them well-suited for more complex and dynamic project environments. Transactional leadership had a positive effect on project success, but not as strong as transformational leadership. The meta-analysis also showed that laissez-faire leadership, characterized by a hands-off approach and lack of involvement from the leader, had a negative impact on project outcomes, suggesting that effective project leadership requires a more active and engaged approach from the leader.

The combined findings from these two studies emphasize the importance of leadership style in project management. Transactional leadership can be effective in predictable project contexts, while transformational leadership is more beneficial for complex and dynamic project environments. Understanding the appropriate leadership style to apply in different project situations is crucial for achieving project success.

## 2.3. Research Gap

Much of the research looking at the impact of different leadership approaches on project success has been conducted across various industries and global contexts. While this provides a breadth of evidence, the findings can lack consistency when generalizing to specific organizations and settings.

Studies traditionally point to transformational and transactional leadership as styles that have a positive effect on project success. Transformational styles emphasizing inspiration have shown the strongest effects (Kehinde & Banjo, 2014; Rasool et al, 2015). However, results for passive styles like laissez-faire have been mixed, with some finding benefits and others reporting downsides (Gimuguni et al, 2014; Aboushaqah et al, 2015).

To date, limited research has explored leadership impacts within Ethiopian organizations. Most local studies examine management in fields like healthcare, banking, or government (cite sources). No prior work could be located analyzing leadership styles and project success specifically at Elfora Agro Industries.

Given variances found across contexts, simply applying broad leadership theories may not accurately reflect reality for Elfora's Agro sector unique operating environment and project needs. Team capabilities, cultural norms, and other local contingencies could shape which approaches are most conducive to achieving targets.

This study aims to address gaps in understanding for Agro sectors setting by directly examining relationships between leadership and key success metrics like quality, timeliness, cost and scope. Insights could then inform tailored strategies for optimizing different project contexts within the organization. Overall, more agro industry-specific evidence is warranted to develop prescriptions with strong external validity.

## 2.4. Conceptual Framework

This proposed study examines what affects the outcome of project success. The variables affect the dependent variable is called independent variables because they may influence the final result. In this case, the independent variables are leadership style. The dependent variable is project success. The researcher created a conceptual framework and this is basically a diagram or model showing how the different variables that lead to the alteration of the outcome. It helps define the relationship between what is being tested (independent variables) and the result (dependent variable). The variables that are included in the leadership styles which is an independent variables

are autocratic, transformational, transactional and laissez-faire leadership whereas the dependent variable is project success.

The purpose of the conceptual framework is to explain how these different ways of leadership style (the independent variables) could potentially affect whether a project succeeds or fails (the dependent variable). By mapping out these connections, the researchers aim to understand what drives the final outcome.

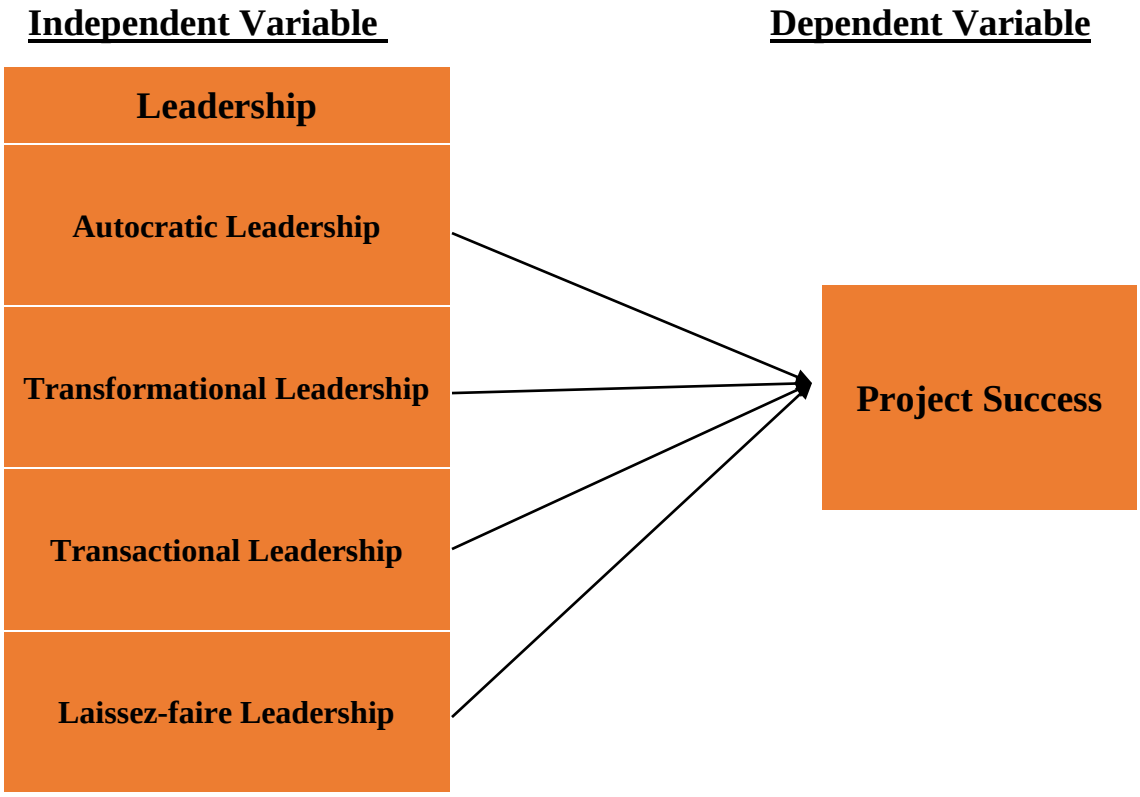


Figure 2-1 Conceptual Framework

*Source: Designed by the researcher, 2024*

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1. Research Design/Type and Approaches

### 3.1.1. Research design/type

The blueprint for data collecting, measurement, and analysis is known as the research design. According to Gibaldi (2009), a map is typically created to direct the investigation. This study used descriptive and explanatory research design to answer the research questions. A case study approach used to identify the effect of leadership on project success in the case of Elfora Agro Industries Plc projects, descriptive research provides an accurate account of characteristics of a particular individual, event or a group in real-life situations (Saunders, 2007).

Descriptive studies are concerned with specific predictions, narrations of facts and characteristics concerning individuals, groups or situations this study adhere to descriptive quantitative study, method of analyzes such as frequencies, percentages, averages, etc. are employed and the findings will be described and presented in tabular format using SPSS version 20.

### 3.1.2. Research approaches

The researcher used mixed research approach that incorporates gathering and combining both quantitative and qualitative data, integrating the two forms of data. Essentially, this type of study is predicated on the idea that combining qualitative and quantitative methods yields a more comprehensive knowledge of an issue than one method alone. Therefore, the researcher used both qualitative and quantitative primary data survey design for the thesis that is realized through questionnaires, interviews, and secondary data is also used from published and unpublished documents. This help to identify the effect of leadership on project success in the case of Elfora Agro Industries plc projects.

## 3.2. Sampling Design

To achieve the objective of the study determining the right sampling technique and sample size is quite crucial. To do this the researcher used both stratified and random sampling techniques. Stratified sampling techniques are used for each subsector for making strata or groups based on their function offered (output). The simple random method will be used after classifying them within their respective function offered giving them an equal chance of being respondent sent to get accurate and unbiased data

### 3.2.1. Target population

A quantitative research procedure needs good sampling since it helps to accomplish the goal of the study (Robison, 2014). The sample size is critical and somewhat challenging when deliberating on the number of participants to use (Ritchie et al., 2013). The sample size can range from one to multiple participants for a case study. According to Price and Jenkins (2014), a small sample size yields a deeper and richer meaning of respondent's experiences to the problem.

The research population are the staffs on projects at Elfora Agro Industries PLC comprising company managers/leaders and employees. Human resource data shows that there is a total of 234 staff in Elfora Agro Industries Headquarter.

### 3.2.2. Sampling technique

According to Saunders, et.al (2009), a population is a full set of cases from which a sample is taken. It is any complete group under investigation that shares some common set of characteristics. Thus, the target population for the study are 126 employees of Elfora Agro Industries plc which participated on the project. The researcher used a random sampling methodology. This is to ensure that every participant of the research population has an equal chance of being chosen, since the whole study cannot be obtained to respond to the questionnaires for employees and managers. This eliminate all biases and allow both the employees and the management of a company to help in solving the research question, which is the Effect of Leadership on project success in Elfora Agro Industries plc projects.

### 3.2.3. Sample size determination

The target populations of the study are 126 employees. In order to make the research more meaning full, applicable and representative investigation; sufficient amount of sample size is required. The legible representative population sample size is determined by using (Yemane, 1967) formulas.

$$\mathbf{n = \frac{N}{1 + N(e)^2}}$$

- Where, N = Total number of target population
- n = total sample size and
- e = Margin of error /95% confidence level (0.05)

The target population (N) is 126

$$\mathbf{n = \frac{N}{1+N(e)^2} \qquad \frac{126}{1+126(0.05)^2} = 96}$$

Table 3-1 Target Population

| Sample size strata (Departments) | No of sample Employees | Respective proportion | Sample size |
|---|---|---|---|
| Management | 14 | 0.11 | 11 |
| Technic Department | 17 | 0.14 | 13 |
| Project Department | 27 | 0.21 | 20 |
| Human Resource Department | 29 | 0.23 | 22 |
| Finance & Accounting Department | 33 | 0.26 | 25 |
| Real Estate Department | 6 | 0.05 | 5 |
| **Total** | **126** | **1** | **96** |

## 3.3. Types, Sources and Methods of Data Collection

### 3.3.1. Data source and type

#### 3.3.1.1. Primary data sources

The primary data sources for this research are the administration employees. The desired data gathering tools like questionnaire, structured interview, and detail personal field observation will be employed.

#### 3.3.1.2. Secondary data sources

These secondary sources used to identify how others have defined and measured key concepts, and how this research was related to the work of others. Researcher collected secondary data from Elfora Agro Industries PLC, monthly and annual performance reports; etc. published and unpublished documents, different research, magazines, pamphlets, internets, information from office weekly, monthly and annual performance reports; etc.

### 3.3.2. Method and tools of data collection

Regarding the research design proposed above, both primary and secondary sources of data are preferred in this research to obtain the required data for conducting the research. The primary data sources are both quantitative and qualitative are through questionnaires and interviews. Secondary data sources obtained from published and unpublished documents, different research, magazines, pamphlets, internets, information from Elfora Agro Industries PLC, monthly and annual performance reports; etc.

#### 3.3.2.1. Questionnaires

A structured questionnaire is used which consists of closed ended questions to collect the row data from the study population only closed ended question is selected because in situations where time, comparability and quantitative data are priorities this type of questions provide a cleaner research

tool compared to open questions which require deeper textual analysis. The data are collected by self-administered questionnaire that are randomly distributed according to the sample allocated to the total number of the population.

#### 3.3.2.2. Key informant interviews

The researcher collected important information from the highest experienced members (key persons like concerned general and deputy managers) of employees through key interview. The key person interviews are a total of 16 personnel who are related to the three project which are listed above.

### 3.3.3. Procedure of data collection

The research design involves a mixed-methods approach, involving both quantitative and qualitative data collection techniques. Variables are defined, including leadership styles and project completion rate. The target populations are high level managers, project managers, employees and other staff managers and supervisors at Elfora Agro-Industrials, with appropriate sampling techniques and sample size. Data collection instruments will be developed or adapted, including surveys and questionnaires to measure leadership styles and project success indicators. A pilot test then is conducted to ensure their effectiveness and clarity. The data collection process involves administering surveys to the selected sample electronically or in person, and conducting interviews or focus groups with key persons. Informed consent and confidentiality are ensured throughout. Data analysis is performed using statistical techniques, such as regression analysis and correlation, to interpret the results and draw conclusions about the effect of leadership on project successes.

This research developed a structural questionnaire, and it is divided into two parts; the first part deals with the respondents' demographic and personal data. The second part of the questionnaire adopted Northouse's (2015), analysis of structural questionnaires to identify the leadership style of a firm and analyze the leadership style and project success

The researcher-developed questionnaire, which employed a Likert-type scale with five possible answers for each statement, served as the data collection tool for this investigation. The respondents were asked to answer the following as their response to each of the questionnaire questions.

1= “Strongly disagree” 2= “Disagree” 3= “Neutral” 4= “Agree” 5= “Strongly agree”

All the questionnaire questions are related to the research topic, which is the Effect of leadership style on project success in Elfora Agro Industries Plc projects. The questionnaire's data and information were exclusively utilized in the presentation and analysis of this study.

### 3.3.4. Reliability and validity

#### 3.3.4.1. Reliability

According to Creswell (2003), the reliability of the tools measures the accuracy that the tools or method can demonstrate. To examine the data collected from the questionnaire, Cronbach's alpha was used. Cronbach's alpha is a measure of internal consistence; it is accepted as a measure of scale reliability; it is not a statistics test; rather, it is a coefficient of reliability; a value of 0.7 or higher indicates internal consistency (Jerry & Vask, 2011). In this research 20 sample questioners were distributed and returned and those sample were taken to the test, the alpha value was determined by SPSS, and Cronbach's Alpha is in the range of **0.740- 0.855** for each field value that mean there is high internal consistency.

Table 3-2 Cronbach Alpha Coefficient

| No. | Statements | Cronbach's Alpha | No of Items | Remarks |
|---|---|---|---|---|
| 1. | Autocratic Leadership | 0.855 | 4 | Accepted |
| 2. | Transformational Leadership | 0.835 | 4 | Accepted |
| 3. | Transactional Leadership | 0.823 | 4 | Accepted |
| 4. | Laissez-faire Leadership | 0.788 | 4 | Accepted |
| 5. | Project Success | 0.740 | 8 | Accepted |

*Source: Own survey 2024 Result*

#### 3.3.4.2. Validity Analysis

The construct validity of the research is examined to confirm the quality of the research design material. (Kothari, 2004) defines content validity intuition as the extent to which a measuring tool adequately addresses the subject being studied. The content validity of an instrument is good if it contains a representative sample of the universe. It makes decisions based on judgment and intuition it cannot be expressed mathematically, but it may also be decided by a panel of experts who will assess how well the measuring instrument satisfies the criteria. Professionals checked the content's validity based on this. To establish the validity of the data collection instrument, the

researcher examined previous research works and developed the questionnaires based on the reviewed literatures. The researcher conducted a pilot study to ensure the validity of a research instrument by administering a questionnaire to five managers and specialists from projects. Also included input from Elfora Agro Industries respondents to improve the instrument's content validity. The study aimed to understand the impact of leadership on project success.

## 3.4. Methods of Data Processing

### 3.4.1. Data processing

After the data collected, descriptive statics such as; percentage, frequency, mean employed to analyze the information as this study is quantitative in nature. The data's are analyzed by using SPSS version 20. The goals of the research were in line with the statistical tools.

### 3.4.2. Data analysis techniques

This thesis seeks to discuss the different statistical procedures namely descriptive statistics and inferential statistics that are utilized in data analysis and why they are relevant in research. Data analysis is an integral component of research and decision-making across different fields such as business, social sciences, and healthcare. It implies the application of statistical tools to arrange, analyze, and make meaningful inferences from data.

#### 3.4.2.1. Statistical techniques

Tool of data collection, processing, assessing, and interpreting. These methods provide a starting point for researchers to look for correlations and trends in that data. Tests, chi-squared tests, regression analysis and ANOVA are just some of the common statistical methods. Many statistical techniques have been developed for the purpose of relationship determination of two or more variables and the regression analysis is one such technique among them. It is good for predictive modelling as it helps determine the strength and the direction of the correlation between variables. The method called Analysis of Variance (ANOVA) is available in social and behavioral sciences research to compare the mean values of two or more groups most of the time. T-tests, on the other hand, are used to compare the means of two groups, while chi-square tests are used to examine the association between categorical variables.

#### 3.4.2.2. Descriptive statistics

is a part of statistics that deals with collecting and representing data in a manner which is simple and instructive. The procedure involves the computation of several measures of variability, for instance, range and standard deviation and also those of central tendency, for example, mean,

median, and mode. Data distribution, variability, and the data point's location(s) are only few of many fundamental data properties that these statistics help researchers in comprehending and describing. An essential tool in the early stages of data analysis, descriptive statistics enables researchers to evaluate and appreciate the data, so that, more sophisticated statistical approaches can be employed later on.

#### 3.4.2.3. Inferential statistics

It is concerned with drawing conclusions and generalizations about a population from a sample. To estimate parameters and evaluate population-related hypotheses, it makes use of probability theory. Stated differently, inferential statistics allow investigators to make inferences about a bigger population from a smaller sample. This method is especially helpful in studies where it is impractical or impossible to get data from the complete population; instead, the population is represented by a sample. Inferential statistics are frequently employed in the estimation of population parameters, including means, proportions, and correlations.

Statistical techniques, descriptive statistics, and inferential statistics are crucial tools in data analysis. They help researchers understand large volumes of data, extract insights, and make data-driven decisions. Descriptive statistics summarize data in a concise format, making it easier for non-technical audiences to understand the findings. Inferential statistics allow researchers to draw conclusions about a population based on a sample, especially in research where data collection is not feasible. Overall, these tools will help the researchers to effectively utilize data in their research.

## 3.5. Model Specification

Multiple regression analysis estimates the best predictors of independent variables to explain dependent variable variation. It uses techniques like ordinary least squares to fit a regression model to data, like the operational panel regression model in Elfora Agro Industries.

The operational panel regression model used to find the impact of leadership styles on project success at Elfora was: The multiple regression model can be represented as:

$Y = \beta 0 + \beta 1*X1 + \beta 2*X2 + ...+ \beta n*Xn + \varepsilon$

Where us:-

Y = dependent variable

X1,X2...Xk = independent variables

$\beta 0$ = y-intercept

$\beta 1, \beta 2, ..., \beta k$ = regression coefficients (the slopes of the regression lines)

$\varepsilon$ = error term (the d/ce b/n the observed value of Y and the predicted value of Y)

In the case of this research

$PS = \beta 0 + \beta 1ACL + \beta 2TRL + \beta 2TAL + \beta LFL + \varepsilon$

Whereas:-

ACL = Autocratic leadership

TRL = Transformational leadership

TAL = Transactional leadership

LFL = Laisse-faire leadership

## 3.6. Ethical Considerations

The research process is characterized by in ethical challenges at all levels. The researcher always collect, analyze, interpret, and present data with integrity and objectivity. To that end, prior collecting data from study participants, the researcher will make sure that the participants have given their consent. The information collected from respondents handled with utmost care and confidence. Additionally, a legal letter detailing the purpose of the research included in the paper to inform participants and organizations that require detailed information about the research from St. Mary University

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND DISCUSSION

## 4.1. Response Rate of Respondents

Table 4-1 Respondents' Response Rate

| Questionnaires Distributed | Questionnaires Returned | Percentage |
|---|---|---|
| 96 | 96 | 100 |

As shown in Table 4-1 above, about response rate, 96 questionnaires were distributed to respondents and all 96 were appropriately filled and retuned with the rate of 96%. Since according to Ruta (2017), response rate of 50% is satisfactory, 60% is good and 70% and above is excellent for a study. This implies that, the information gained were sufficient enough to conduct the analysis. Hence, based on this sample size, i.e., 96 (100%) the next analysis was carried out.

## 4.2. The Demographic Characteristics of Respondents

This section presents the finding about the respondents' profile in terms of their gender, age, marital status, education level and income level

Table 4-2 Respondents Profile

| No | Factors (Variables) | Categories/ Characteristics | Frequency | Percentage% |
|---|---|---|---|---|
| 1 | Sex | Male | 57 | 59.4 |
| | | Female | 39 | 40.6 |
| 2 | Age | 20-29 | 33 | 34.4 |
| | | 30-39 | 31 | 32.3 |
| | | 40-49 | 23 | 24 |
| | | 50-59 | 9 | 9.4 |
| | | 20-29 | 33 | 34.4 |
| 3 | Position | Diploma | 9 | 9.4 |
| | | BA/BSc | 50 | 52.1 |
| | | Masters | 31 | 32.3 |
| | | PhD | 6 | 6.3 |
| | | Diploma | 9 | 9.4 |

| | | | | |
|---|---|---|---|---|
| 4 | Educational level | 1-5 years | 19 | 19.8 |
| | | 6-10 years | 36 | 37.5 |
| | | 10-15 years | 25 | 26.0 |
| | | >15 years | 16 | 16.0 |
| 5 | Work experience | Employee | 47 | 49.0 |
| | | Low Level Management | 27 | 28.1 |
| | | Middle Level Management | 18 | 18.8 |
| | | High Level Management | 4 | 4.2 |

*Source: 2024 Own Survey from Elfora Agro Industries*

The first demographic factor examined was gender, which pertains to the biological and physiological distinctions between males and females. Evaluating gender distribution is crucial for ensuring equal involvement in any organization, such as Elfora Agro Industries Plc projects. As indicated in Table 4-2, most respondents 59.38% are male, while 40.63% are female. This data suggests a significant gap between the number of male and female respondents, with males being the majority by a considerable margin.

The second demographic factor was age of the respondents; Age of the respondents is one of the most important characteristics in understanding their views about the particular problems large age indicates level of maturity of individuals in that sense age becomes more important to examine the response. According to Table 4-2, the majority of employees were 20-29 years which has 34.38% out of 96 respondents. Then, the second highest age category was 30-39 years old employee which represent 32.29% from total 96 respondents. Then, 40-49 years old employees were 23.96% and finally 50-59 years old employee were 9.38%. This shows that majority of the respondents under this study is young’s and adults.

The respondents' level of education was the third demographic component. Education level demographic data is crucial for understanding the impact of education on various aspects of the study. In relation to this, the findings indicate that the majority of respondents 52.10% held a bachelor's degree (BA/BSc.), followed by a master's degree 32.30% and a diploma 9.40% and lastly there are 6.30% who hold a PhD. This indicates that the majority of Elfora Agro Industries personnel inside the company held bachelor's degrees.

The fourth demographic factor was work experience of the respondents. Work experience is a familiar and well used source of knowledge. This is where people develop the skills, knowledge,

and work habits they need to get a job. From Table 4-2 it can be seen that out of 96 respondents 37.50% of the respondents have a work experience between 6-10 and about 26.00% are in between of 10-15 years followed by 19.80% of the respondent have an experience of 1-5 years and finally 16.70% have a work experience of greater than 15 years.

Finally on Table 4-2 there is a current position in Elfora agro industries and about 49.00% are employee followed by 28.10% of the respondent are at low level management after this 18.80% works at middle level management and lastly 4.20% of the total respondent are working as high level management. For more information in Elfora Agro industries Low level management are employees who are in seniors level and working as supervisors and middle level management are division heads and finally peoples who are working in high level management are called department managers.

The demographic analysis of the Elfora Agro Industries PLC projects respondents reveals a workforce primarily composed of male employees (59.38%), with the majority being young and adult individuals between the ages of 20-39 years (66.67%). The educational background shows that over half of the respondents (52.10%) hold bachelor's degrees, with a significant proportion also having master's degrees (32.30%). In terms of work experience, the largest groups are those with 6-10 years (37.50%) and 10-15 years (26.00%) of experience. The current positions within the organization are predominantly employee-level (49.00%), with lower proportions in low-level management (28.10%), middle-level management (18.80%), and high-level management (4.20%).

## 4.3. The Existing Practice of Leadership at Elfora Agro Industries

### 4.3.1. Autocratic leadership

Table 4-3 Analysis of Autocratic Leadership

| No. | Items | Rating Scales | | | | | Mean | St. dev |
|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | My manager makes decisions without consulting the team members. | 30 (31.3) | 13(13.5) | 9(9.4) | 22(22.9) | 22(22.9) | 2.93 | 1.59 |
| 2 | I feel like my opinions and ideas are not valued by my manager. | 23(24.0) | 30(31.3) | 11(11.5) | 20(20.8) | 12(12.5) | 2.67 | 1.37 |
| 3 | My manager expects strict adherence to rules and procedures without flexibility. | 18(18.8) | 23(24.0) | 7(7.3) | 27(28..1) | 21(21.9) | 3.1 | 1.47 |
| 4 | My manager has a controlling and authoritative leadership style. | 25(26.0) | 20(20.8) | 6(6.3) | 33(34.4) | 12(12.5) | 2.86 | 1.45 |

*Source: Own survey result (2024) Elfora Agro Industries*

*Key: 1 = strongly disagree; 2 = disagree, 3 = neural; 4 = agree and 5 = strongly agree*

For the first item, "My manager makes decisions without consulting the team members," 31.3% of respondents strongly disagreed, 13.5% disagreed, 9.4% were neutral, 22.9% agreed, and 22.9% strongly agreed. The mean score for this item was 2.93, indicating that respondents generally felt their managers made decisions without adequate consultation with the team.

Regarding the second item, "I feel like my opinions and ideas are not valued by my manager," 24.0% strongly disagreed, 31.3% disagreed, 11.5% were neutral, 20.8% agreed, and 12.5% strongly agreed. The mean score for this item was 2.67, suggesting that respondents felt their managers did not value their opinions and ideas.

For the third item, "My manager expects strict adherence to rules and procedures without

flexibility," 18.8% strongly disagreed, 24.0% disagreed, 7.3% were neutral, 28.1% agreed, and 21.9% strongly agreed. The mean score for this item was 3.10, indicating that respondents perceived their managers as somewhat inflexible and expecting strict adherence to rules and procedures.

Finally, for the fourth item, "My manager has a controlling and authoritative leadership style," 26.0% strongly disagreed, 20.8% disagreed, 6.3% were neutral, 34.4% agreed, and 12.5% strongly agreed. The mean score for this item was 2.86, suggesting that respondents generally felt their managers exhibited a controlling and authoritative leadership style.

Over all the survey revealed that a majority of respondents disagreed with their manager's decision-making process, perceived lack of team consultation, lack of value for their opinions and ideas, inflexibility in adherence to rules and procedures, and a controlling and authoritative leadership style.

### 4.3.2. Transformational leadership

Table 4-4 Analysis of Transformational Leadership

| No. | Items | Rating Scales | | | | | Mean | St. dev |
|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | My manager makes decisions without consulting the team members. | 30 (31.3) | 13(13.5) | 9(9.4) | 22(22.9) | 22(22.9) | 2.93 | 1.59 |
| 2 | I feel like my opinions and ideas are not valued by my manager. | 23(24.0) | 30(31.3) | 11(11.5) | 20(20.8) | 12(12.5) | 2.67 | 1.37 |
| 3 | My manager expects strict adherence to rules and procedures without flexibility. | 18(18.8) | 23(24.0) | 7(7.3) | 27(28..1) | 21(21.9) | 3.1 | 1.47 |
| 4 | My manager has a controlling and authoritative leadership style. | 25(26.0) | 20(20.8) | 6(6.3) | 33(34.4) | 12(12.5) | 2.86 | 1.45 |

*Source: Own survey 2024 Elfora Agro Industries*

*Key: 1 = strongly disagree; 2 = disagree, 3 = neural; 4 = agree and 5 = strongly agree*

For the first item, "My manager inspires me to work towards a common vision or goal," 0% of respondents strongly disagreed, 29.2% disagreed, 39.6% were neutral, 29.2% agreed, and 2.1% strongly agreed. The mean score for this item was 3.04, indicating that respondents felt their managers could improve in inspiring them towards a common vision or goal.

Regarding the second item, "I feel empowered to take on new challenges and responsibilities under my manager's guidance," 1.0% strongly disagreed, 14.6% disagreed, 40.6% were neutral, 21.9% agreed, and 21.9% strongly agreed. The mean score for this item was 3.49, suggesting that respondents generally felt empowered by their managers to take on new challenges and responsibilities.

For the third item, "My manager encourages creativity and innovation in problem-solving," 17.7% disagreed, 43.8% were neutral, 30.2% agreed, and 8.3% strongly agreed. The mean score for this item was 3.29, indicating that respondents perceived their managers as moderately encouraging creativity and innovation.

Finally, for the fourth item, "I believe that my manager fosters a positive and supportive work environment," 1.0% strongly disagreed, 9.4% disagreed, 46.9% were neutral, 35.4% agreed, and 7.3% strongly agreed. The mean score for this item was 3.39, suggesting that respondents felt their managers were somewhat effective in fostering a positive and supportive work environment.

Respondents felt their managers inspire them towards a common vision, empower them to take on new challenges, encourage creativity and innovation in problem-solving, and foster a positive and supportive work environment. They generally felt their managers could improve in these areas.

### 4.3.3. Transactional leadership

Table 4-5 Analysis of Transactional Leadership

| No. | Items | Rating Scales | | | | | Mean | St. dev |
|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | My manager makes decisions without consulting the team members. | 30 (31.3) | 13(13.5) | 9(9.4) | 22(22.9) | 22(22.9) | 2.93 | 1.59 |
| 2 | I feel like my opinions and ideas are not valued by my manager. | 23(24.0) | 30(31.3) | 11(11.5) | 20(20.8) | 12(12.5) | 2.67 | 1.37 |
| 3 | My manager expects strict adherence to rules and procedures without flexibility. | 18(18.8) | 23(24.0) | 7(7.3) | 27(28..1) | 21(21.9) | 3.1 | 1.47 |
| 4 | My manager has a controlling and authoritative leadership style. | 25(26.0) | 20(20.8) | 6(6.3) | 33(34.4) | 12(12.5) | 2.86 | 1.45 |

*Source: Own survey 2024 Elfora Agro Industries*

*Key: 1 = strongly disagree; 2 = disagree, 3 = neural; 4 = agree and 5 = strongly agree*

For the first item, "My manager clearly communicates expectations and rewards for meeting them," 0% of respondents strongly disagreed, 21.9% disagreed, 38.5% were neutral, 31.3% agreed, and 8.3% strongly agreed. The mean score for this item was 3.26, indicating that respondents generally felt their managers could improve in clearly communicating expectations and rewards.

Regarding the second item, "I feel motivated to work hard because of the rewards offered by my manager," 1.0% strongly disagreed, 9.4% disagreed, 47.9% were neutral, 33.3% agreed, and 8.3% strongly agreed. The mean score for this item was 3.39, suggesting that respondents were moderately motivated by the rewards offered by their managers.

For the third item, "My manager closely monitors my performance and provides feedback regularly," 0% strongly disagreed, 33.3% disagreed, 36.5% were neutral, 28.1% agreed, and 2.1%

strongly agreed. The mean score for this item was 2.99, indicating that respondents felt their managers could improve in closely monitoring performance and providing regular feedback.

Finally, for the fourth item, "My manager values results over relationships in the workplace," 1.0% strongly disagreed, 14.6% disagreed, 46.9% were neutral, 11.5% agreed, and 26.0% strongly agreed. The mean score for this item was 3.47, suggesting that respondents perceived their managers as prioritizing results over relationships to a moderate degree.

Respondents generally felt their managers could improve in clearly communicating expectations and rewards, motivating them to work hard, closely monitoring performance, and prioritizing results over relationships in the workplace, with moderately high scores for these items.

### 4.3.4. Laissze faire leadership

Table 4-6 Analysis of Laissze-Faire Leadership

| No. | Items | Rating Scales | | | | | Mean | St. dev |
|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | My manager makes decisions without consulting the team members. | 30 (31.3) | 13(13.5) | 9(9.4) | 22(22.9) | 22(22.9) | 2.93 | 1.59 |
| 2 | I feel like my opinions and ideas are not valued by my manager. | 23(24.0) | 30(31.3) | 11(11.5) | 20(20.8) | 12(12.5) | 2.67 | 1.37 |
| 3 | My manager expects strict adherence to rules and procedures without flexibility. | 18(18.8) | 23(24.0) | 7(7.3) | 27(28..1) | 21(21.9) | 3.1 | 1.47 |
| 4 | My manager has a controlling and authoritative leadership style. | 25(26.0) | 20(20.8) | 6(6.3) | 33(34.4) | 12(12.5) | 2.86 | 1.45 |

*Source: Own survey 2024 Elfora Agro Industries*

*Key: 1 = strongly disagree; 2 = disagree, 3 = neural; 4 = agree and 5 = strongly agree*

For the first item, "My manager is hands-off and provides little direction or guidance," 3.1% of respondents strongly disagreed, 5.2% disagreed, 21.9% were neutral, 46.9% agreed, and 22.9% strongly agreed. The mean score for this item was 3.81, indicating that respondents generally felt their managers took a hands-off approach and provided limited guidance.

Regarding the second item, "I often feel confused about what is expected of me due to lack of communication from my manager," 8.3% strongly disagreed, 8.3% disagreed, 18.8% were neutral, 43.8% agreed, and 20.8% strongly agreed. The mean score for this item was 3.6, suggesting that respondents often experienced confusion due to a lack of communication from their managers.

For the third item, "My manager tends to avoid making decisions or taking responsibility for outcomes," 5.2% strongly disagreed, 5.2% disagreed, 21.9% were neutral, 50.0% agreed, and 17.7% strongly agreed. The mean score for this item was 3.7, indicating that respondents believed their managers tended to avoid decision-making and responsibility.

Finally, for the fourth item, "My manager trusts me to manage my own tasks and projects independently," 4.2% strongly disagreed, 18.8% disagreed, 19.8% were neutral, 37.5% agreed, and 19.8% strongly agreed. The mean score for this item was 3.5, suggesting that while respondents felt their managers allowed a moderate degree of autonomy, they did not necessarily perceive a high level of trust in their ability to manage tasks and projects independently.

Respondents generally felt their managers were hands-off, provided little guidance, and often confused. They also felt their managers avoided decision-making and responsibility. Despite a moderate degree of autonomy, respondents did not perceive a high level of trust in their ability to manage tasks and projects independently.

## 4.4. The Extent of Project Success at Elfora Agro Industries

Table 4-7 Analysis of Project Success

| Items | Mean | SD |
|---|---|---|
| The project was completed within the allocated budget. | 3.28 | 0.842 |
| The project expenses were well-managed and controlled. | 3.40 | 0.888 |
| The project team consistently delivered high-quality work. | 3.44 | 0.904 |
| Quality control measures were effectively implemented throughout the project | 3.35 | 0.984 |
| Time management practices were effective in ensuring timely completion of tasks. | 3.45 | 0.928 |
| Deadlines and milestones were consistently met throughout the project. | 3.41 | 0.889 |
| Stakeholders' expectations regarding scope were clearly defined and met. | 3.49 | 0.846 |
| The project deliverables met all specified requirements and objectives. | 3.58 | 0.804 |

*Source: Own survey 2024 Elfora Agro Industries*

For the first item, "The project was completed within the allocated budget," 1.0% of *respondents* strongly disagreed, 18.8% disagreed, 34.4% were neutral, 42.7% agreed, and 3.1% strongly agreed. The mean score for this item was 3.28, indicating that respondents generally felt the project was completed within the allocated budget.

Regarding the second item, "The project expenses were well-managed and controlled," 3.1% strongly disagreed, 10.4% disagreed, 37.5% were neutral, 41.7% agreed, and 7.3% strongly agreed. The mean score for this item was 3.40, suggesting that respondents were relatively satisfied with the management and control of project expenses.

For the third item, "The project team consistently delivered high-quality work," 1.0% strongly disagreed, 14.6% disagreed, 34.4% were neutral, 39.6% agreed, and 10.4% strongly agreed. The mean score for this item was 3.44, indicating that respondents perceived the project team's work quality as generally high.

Concerning the fourth item, "Quality control measures were effectively implemented throughout the project," 7.3% strongly disagreed, 8.3% disagreed, 32.3% were neutral, 45.8% agreed, and 6.3% strongly agreed. The mean score for this item was 3.35, suggesting that respondents felt the quality control measures were effectively implemented.

For the fifth item, "Time management practices were effective in ensuring timely completion of tasks," 4.2% strongly disagreed, 9.4% disagreed, 32.3% were neutral, 45.8% agreed, and 8.3% strongly agreed. The mean score for this item was 3.45, indicating that respondents were generally satisfied with the time management practices employed in the project.

Regarding the sixth item, "Deadlines and milestones were consistently met throughout the project," 0.0% strongly disagreed, 17.7% disagreed, 33.3% were neutral, 39.6% agreed, and 9.4% strongly agreed. The mean score for this item was 3.41, suggesting that respondents perceived the project team as effective in meeting deadlines and milestones.

For the seventh item, "Stakeholders' expectations regarding scope were clearly defined and met," 2.1% strongly disagreed, 8.3% disagreed, 36.5% were neutral, 44.8% agreed, and 8.3% strongly agreed. The mean score for this item was 3.49, indicating that respondents felt the stakeholders' expectations regarding scope were generally well-defined and met.

Finally, for the eighth item, "The project deliverables met all specified requirements and objectives," 1.0% strongly disagreed, 4.2% disagreed, 42.7% were neutral, 39.6% agreed, and 12.5% strongly agreed. The mean score for this item was 3.58, suggesting that respondents were satisfied with the project deliverables and their alignment with the specified requirements and objectives.

The project was completed within the allocated budget, with respondents generally satisfied with the management and control of expenses. The project team consistently delivered high-quality work, with quality control measures effectively implemented. Time management practices were effective in ensuring timely task completion. Deadlines and milestones were consistently met, and stakeholders' expectations regarding scope were clearly defined and met. The project deliverables met all specified requirements and objectives.

## 4.5. Summary of Leadership Styles and Project Success Metrics

The descriptive statistics provide an overview of the key characteristics of the variables in the dataset. The mean and standard were calculated for each independent and dependent variable to gain a better understanding of the central tendencies, variability, and distribution of the data. These

descriptive statistics give important insights into the nature of the variables and help set the stage for further analysis. The results indicate that there is significant variation in the values for certain variables, while others exhibit a more narrow range.

Table 4-8 Summary of Leadership Styles and Project Success Metrics

| Variables | Mean | Std. Deviation | N |
|---|---|---|---|
| Project Success | 3.40 | 0.527 | 96 |
| Leadership | | | |
| Autocratic Leadership | 2.95 | 1.243 | 96 |
| Transformational Leadership | 3.30 | 0.699 | 96 |
| Transactional Leadership | 3.27 | 0.735 | 96 |
| Laissez-faire Leadership | 3.75 | 0.775 | 96 |

*Source: Own survey 2024 Elfora Agro Industries*

The provided data includes the means, standard deviations, and sample sizes for the variables: Project Success, Autocratic Leadership, Transformational Leadership, Transactional Leadership, and Laissez-faire Leadership.

In terms of Project Success, the mean value is (M=3.43), indicating a moderate level of perceived success. The standard deviation of (SD=0.527) suggests that the responses are relatively close to the mean, indicating a relatively consistent perception of project success among the 96 respondents. Moving on to the leadership styles, Autocratic Leadership has a mean score of (M=2.95) with a relatively high standard deviation of (SD=1.243). This indicates that perceptions of autocratic leadership style vary widely among the 96 respondents, with some perceiving it as low while others perceiving it as high. Transformational Leadership, on the other hand, has moderate mean score of (M=3.30), suggesting a generally positive and significant perception of this leadership style. The standard deviation of (SD=0.699) indicates that responses are relatively consistent and close to the mean among the 96 respondents. For Transactional Leadership, the mean score is (M=3.27), indicating a moderate level of perceived transactional leadership style. The standard deviation of (SD=0.735) suggests a moderate level of variability in responses among the 96 respondents. Laissez-faire Leadership has a mean score of (M=3.75), indicating a high level of laissez-faire leadership style. The standard deviation of (SD=0.775) suggests a moderate level of variability in responses among the 96 respondents.

The study explores the relationship between leadership styles and project success. Results show a

moderate level of perceived project success among 96 respondents. Autocratic leadership has a moderate mean score of 2.95, while transformational, transactional, and laissez-faire leadership have moderately high scores. Laissez-faire leadership has the highest mean score of 3.75, suggesting a strong perception of the organization.

## 4.6. The Relationships between Leadership and Project Success at Elfora Agro Industries

Table 4-9 Relationships between Leadership and Project Success (Correlation Analysis)

| | | Autocratic Leadership | Transformational Leadership | Transactional Leadership | Laissez-faire Leadership | Project Success |
|---|---|---|---|---|---|---|
| Autocratic Leadership | Pearson Correlation | 1 | .024 | .042 | -.073 | .066 |
| | Sig. (2-tailed) | | .821 | .685 | .486 | .524 |
| | N | 96 | 96 | 96 | 96 | 96 |
| Transformational Leadership | Pearson Correlation | .024 | 1 | .457** | .088 | .730** |
| | Sig. (2-tailed) | .821 | | .000 | .394 | .000 |
| | N | 96 | 96 | 96 | 96 | 96 |
| Transactional Leadership | Pearson Correlation | .042 | .457** | 1 | .128 | .432** |
| | Sig. (2-tailed) | .685 | .000 | | .214 | .000 |
| | N | 96 | 96 | 96 | 96 | 96 |
| Laissez-faire Leadership | Pearson Correlation | -.073 | .088 | .128 | 1 | .158 |
| | Sig. (2-tailed) | .486 | .394 | .214 | | .025 |
| | N | 96 | 96 | 96 | 96 | 96 |
| Project Success | Pearson Correlation | .066 | .730** | .432** | .158 | 1 |
| | Sig. (2-tailed) | .524 | .000 | .000 | .125 | |
| | N | 96 | 96 | 96 | 96 | 96 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | |

*Source: Own Survey 2024 and Spss v-20 Elfora Agro Industries*

The correlation matrix provides insights into the relationships between the different leadership styles and project success.

Transformational leadership exhibits a strong, positive correlation with project success ($r = 0.730$, $p < 0.01$). This indicates that higher levels of transformational leadership, which is characterized by inspirational motivation, intellectual stimulation, and individualized consideration, are associated with greater project success. The statistical significance of this relationship suggests it is unlikely to have occurred by chance. In contrast, autocratic leadership shows a very weak, non-significant correlation with project success ($r = 0.066$, $p = 0.524$). This implies that the authoritarian, top-down approach of autocratic leadership is not strongly linked to higher project performance outcomes. Transactional leadership also demonstrates a moderate, positive correlation with project success ($r = 0.432$, $p < 0.01$). This style, which focuses on contingent reward and management-by-exception, appears to have a meaningful association with project success, though not to the same degree as transformational leadership. Laissez-faire leadership exhibits a weak, non-significant correlation with project success ($r = 0.158$, $p = 0.025$). The lack of structure and direction inherent in this "hands-off" approach does seem to be strongly related to project outcomes.

The correlation matrix shows a correlation between transformational, autocratic, transactional, and laissez-faire leadership styles and project success. Transformational leadership shows a stronger correlation with project success while autocratic leadership shows none or zero correlation, and transactional and laissez-faire leadership styles showing a moderate positive correlation.

## 4.7. The Effect of Leadership on Project Success at Elfora Agro Industries

### 4.7.1. Assumptions tests for regression analysis

#### 4.7.1.1. Linearity test

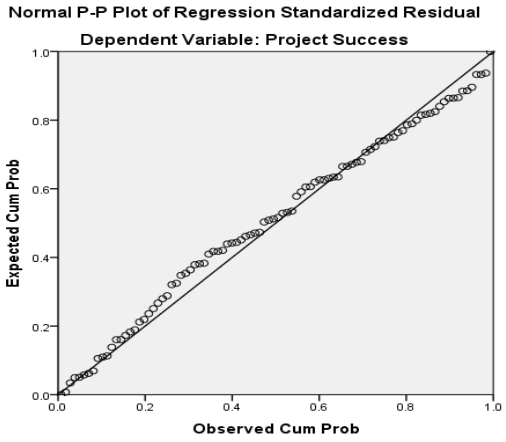


Figure 4-1 Normal P-P Plot

*Source: Own Survey 2024 and Spss v-20 Elfora Agro Industries*

Linearity is the relationship between a dependent variable and independent variables. Project success (DV) and autocratic, transformational, transactional, and lassies-faire leadership styles (IV) were found to be linear, as indicated by SPSS software plots.

Figure 4-1 shows no significance difference in the spread of the residuals as could be seen from left to right. This finding implies that a possible connection maintained a straight line. In the same way, the residual distribution around its zero mean is depicted in the figure. Thus, the assumption of linearity was satisfied. As a result, it was feasible to determine that the researcher's conclusions regarding the population parameter drawn from the sample were reliable.

#### 4.7.1.2. Homoscedasticity test

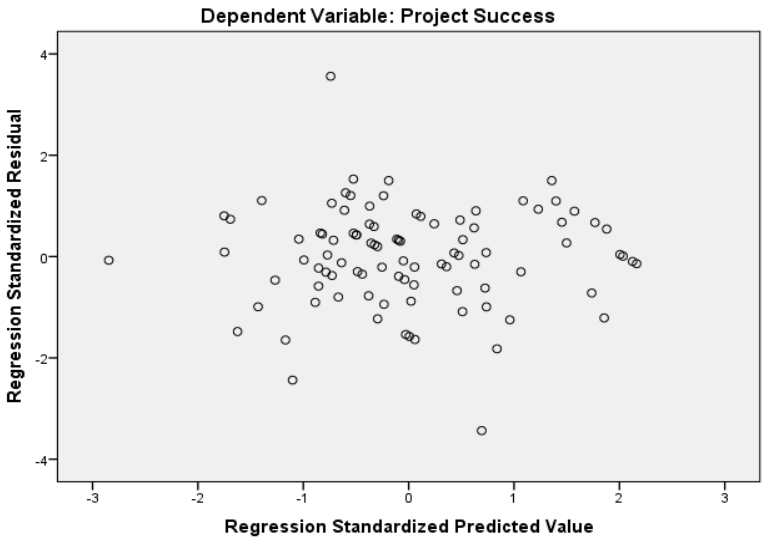


Figure 4-2 Scatter Plot

Homoscedasticity is a crucial assumption in linear regression analysis, ensuring constant variance across independent variables. The homoscedasticity test evaluates this assumption using graphical method. Despite violating the assumption, coefficient estimates remain unbiased, but standard errors and confidence intervals may be affected.

The scatterplot shows on Figure 4-2 that the regression model's assumption of homoscedasticity is met, with an even and consistent data scatter, indicating a constant variance of residuals. The distribution of residuals is symmetrical around the zero line, further supporting the assumption of homoscedasticity. Overall, the scatterplot indicates that the variance of the residuals is consistent across the range of predicted values, which is a desirable property for the regression model.

#### 4.7.1.3. Multi-collinearity test

Table 4-10 Multi-Collinearity Test

| Coefficients [a] | | | |
|---|---|---|---|
| Model | | Collinearity Statistics | |
| | | Tolerance | VIF |
| 1 | Autocratic Leadership | .992 | 1.008 |
| | Transformational Leadership | .793 | 1.261 |
| | Transactional Leadership | .785 | 1.274 |
| | Laissez-faire Leadership | .977 | 1.023 |
| a. Dependent Variable: Project Success | | | |

*Own Survey 2024 and Spss v-20 Output*

Multi-collinearity testing aims to identify and assess high correlations among independent variables in regression models, causing instability in coefficient estimates and evaluating individual variables' effects. Tolerance and Variance Inflation Factor (VIF) are used to measure multi-collinearity, with tolerance values closer to 1 indicating lower multi-collinearity and VIF values less than 5 (Gujarati & Porter, 2009; Hair et al., 2014).

The tolerance values range from .785 to .992, while the corresponding VIF values range from 1.008 to 1.274. Table 4-10 shows all the variables have high tolerance values close to 1 and VIF values close to 1 which less than 5, indicating that multi-collinearity is not a significant (none) concern in the model.

#### 4.7.1.4. Autocorrelation test

Table 4-11 Durbin-Watson Value

| Model | Durbin-Watson |
|---|---|
| 1 | 2.174 |

*Source: Own Survey 2024 and Spss v-20 Output*

A statistical test called the Durbin-Watson test is used to determine whether autocorrelation exists in a regression model's residuals. The correlation between the error components in a regression model is known as autocorrelation, and it can lead to problems like biased coefficient estimates and ineffective hypothesis testing (Durbin & Watson, 1950).

The Durbin Watson test, one of the most used methods for identifying autocorrelation, was utilized in the study. Accordingly, there is no proof that there is serial correlation across error terms if the DW test value is between 1.5 and 2.5 (Hassenet al, 2017).

Therefore on the Table 4-11 shows that the values of Durbin-Watson on this model is 2.17 which suggested that there is no significant autocorrelation

#### 4.7.1.5. Normality test

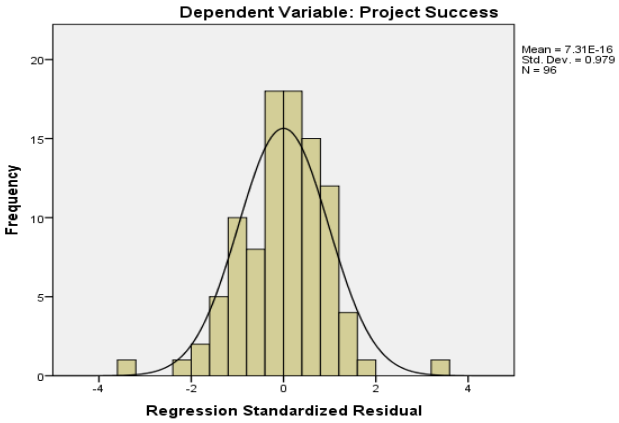


Figure 4-3 Histogram Graph

*Own Survey 2024 and Spss v-20 Output*

The histogram graph shows the distribution of the standardized residuals. The distribution appears to be approximately normal, with a peak around 0 and become narrow symmetrically on both sides. This suggests that the underlying assumptions of linear regression, such as normality of residuals, are reasonably met for this data.

Overall, the Figure 4-3 indicates that the regression model used to predict "Project Success" has residuals that are well-behaved and consistent with the assumptions of linear regression analysis.

### 4.7.2. Regression result

#### 4.7.2.1. Model summary

Table 4-12 Analysis of the Effect of Leadership on Project Success (Regression)

| **Model Summary** | | | |
|---|---|---|---|
| Model | R | R Square | Adjusted R Square |
| 1 | .762[a] | .581 | .562 |
| a. Predictors: (Constant), Laissez-faire Leadership, Autocratic Leadership, Transformational Leadership, Transactional Leadership | | | |
| b. Dependent Variable: Project Success | | | |

*Source: Own Survey 2024 and Spss v-20 Output*

In regression analysis R^2 value above 0.2 or 20% is often considered a "weak" relationship, while an R^2 value around 0.4 or 40% can be considered a "moderate" relationship, and an R^2 value of

0.6 or above is considered a "strong" relationship (Cohen, 1988).

Table 4-12, shows that adjusted $R^2 = 0.581$, which indicates that the independent variables, which means autocratic, transformational, transactional and laissez-faire leadership style successfully explained the dependent variable which is project success around 58.1% which suggest that it have strong relationship. Furthermore, the R-value of 0.762 suggested that these independent variables strongly affect the project success

#### 4.7.2.2. Analysis of ANOVA

Table 4-13 Analysis of ANOVA Coefficients

| **ANOVA [a]** | | | | | |
|---|---|---|---|---|---|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 15.181 | 4 | 3.795 | 30.835 | .000 |
| Residual | 10.954 | 89 | .123 | | |
| Total | 26.135 | 93 | | | |
| a. Dependent Variable: Project Success | | | | | |
| b. Predictors: (Constant), Laissez-faire Leadership, Autocratic Leadership, Transformational Leadership, Transactional Leadership | | | | | |

*Source: Own Survey 2024 and Spss v-20 Output*

The ANOVA table displays the regression model's analysis of variance (ANOVA) findings, including the mean square, F-value, degrees of freedom, sum of squares, and significance level. The regression sum of squares indicates how much of the dependent variable's variance can be explained by the independent variables, while the residual sum of squares determines the unaccounted variance. The significance level indicates the likelihood of generating a severe F-value, assuming the null hypothesis is true.

The above Table 4-13 provides the analysis of variance (ANOVA) for a regression model with the dependent variable and the independent variables shows that the regression model as a whole is statistically significant, as indicated by the significant F-value ($F = 30.835$, $p < .001$). This suggests that the combination of the four leadership styles (Laissez-faire, Autocratic, Transformational, and Transactional) has a significant impact on the "Project Success" variable.

The regression model accounts for a significant amount of variance in the "Project Success" variable, as indicated by the regression sum of squares (SSR = 15.181) and the total sum of squares

(SST = 26.135). The regression sum of squares represents the variation in the dependent variable explained by the predictors, while the total sum of squares represents the total variation in the dependent variable.

The residual sum of squares (SSE = 10.954) represents the unexplained variation in the dependent variable after accounting for the predictors. The mean square values (MSR = 3.795, MSE = 0.123) represent the variance explained by the predictors and the unexplained variance, respectively.

Overall, the results suggest that the combination of the four leadership styles significantly predicts the "Project Success" variable.

The analysis of variance (ANOVA) shows that the combination of four leadership styles (Laissez-faire, Autocratic, Transformational, and Transactional) significantly impacts the "Project Success" variable, explaining a significant amount of the variation in the dependent variable.

#### 4.7.2.3. Regression coefficient/ coefficient Matrix

Table 4-14 Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.127 | .268 | | 4.205 | .000 |
| | Autocratic Leadership | .022 | .029 | .053 | .762 | .448 |
| | Transformational Leadership | .513 | .058 | .681 | 8.838 | .000 |
| | Transactional Leadership | .086 | .055 | .120 | 1.544 | .026 |
| | Laissez-faire Leadership | .069 | .048 | .100 | 1.440 | .053 |

*Source: Own survey 2024 and Spss v-20 Output*

Multiple regression analysis estimates the best predictors of independent variables to explain dependent variable variation. It uses techniques like ordinary least squares to fit a regression model to data, like the operational panel regression model in Elfora Agro Industries.

The operational panel regression model used to find the impact of leadership styles on project success at Elfora was: The multiple regression model can be represented as:

$$Y = \beta 0 + \beta 1 * X1 + \beta 2 * X2 + \ldots + \beta n * Xn + \varepsilon$$

Where us:-

$Y = dependent\ variable$

$X1, X2 \ldots Xk = independent\ variables$

$\beta 0 = y - intercept$

$\beta 1, \beta 2, \ldots, \beta k = regression\ coefficients\ (the\ slopes\ of\ the\ regression\ lines)$

$\varepsilon = error\ term\ (the\ d/ce\ \ b/n\ \ the\ observed\ value\ of\ Y\ and\ the\ predicted\ value\ of\ Y)$

- In the case of this research

$$PS = \beta 0 + \beta 1ACL + \beta 2TRL + \beta 2TAL + \beta LFL + \varepsilon$$

Whereas:-

ACL = Autocratic leadership

TRL = Transformational leadership

TAL = Transactional leadership

LFL = Laisse-faire leadership

- So based on the above Table 4-14 the mathematical calculation of multi-regression will be

$$PS = 1.127 + 0.022ACL + 0.513TRL + 0.086AL + 0.069FL + \varepsilon$$

## 4.8. Discussion over the Major Findings

- **Autocratic Leadership**

The model shows that Autocratic Leadership has an unstandardized coefficient (B) of 0.022 and a standardized coefficient (Beta) of 0.053, with a non-significant p-value of 0.448. This indicates that while Autocratic Leadership is associated with a slight increase in the dependent variable, the relationship is not statistically significant. Recent research has highlighted the mixed effects of Autocratic Leadership, where it can be effective in certain contexts like crisis management but may also have negative consequences on employee well-being and engagement. Autocratic leadership can be useful in some situations, including crisis management, but it may have a negative effect on employee engagement and well-being, according to a Smith et al. (2020) study. A further investigation conducted by Johnson et al. (2021) indicates that the impact of Autocratic Leadership on organizational results is contingent upon the particular corporate culture and personnel attributes (Johnson et al., 2021).

- **Transformational Leadership**

In contrast, Transformational Leadership has a much stronger and statistically significant relationship with the dependent variable. The unstandardized coefficient (B) is 0.513, and the standardized coefficient (Beta) is 0.681, with a highly significant p-value of 0.000. This suggests that a one-unit increase in Transformational Leadership is associated with a 0.513 increase in the dependent variable, holding all other variables constant. Numerous studies have consistently found

Transformational Leadership to be a highly effective leadership style, positively associated with various organizational outcomes, such as employee performance, commitment, and job satisfaction. Transformational leadership is a very successful type of leadership. For instance, a meta-analysis conducted in 2019 by Garcia-Guiu et al. discovered a favorable correlation between Transformational Leadership and a number of organizational outcomes, including work satisfaction, employee performance, and commitment (Garcia-Guiu et al., 2019). According to a different research by Thompson et al. (2022), transformational leadership can help firms become more innovative and adaptable.

- **Transactional Leadership**

The model also indicates that Transactional Leadership has a significant positive relationship with the dependent variable, with an unstandardized coefficient (B) of 0.086 and a standardized coefficient (Beta) of 0.120, and a significant p-value of 0.026. This means that a one-unit increase in Transactional Leadership is associated with a 0.086 increase in the dependent variable. Research suggests that Transactional Leadership can be effective in maintaining stability and ensuring task completion, particularly in highly structured environments or with a clear chain of command.

According to research, transactional leadership can be useful in some situations, especially where stability and task completion are the major goals. According to a research by Wilson et al. (2023), transactional leadership can be advantageous in settings that are highly organized or have a distinct chain of command. Still, the same study raises the possibility that Transactional Leadership may have less of an impact on long-term creativity and flexibility.

- **Laissez Faire Leadership**

Finally, the model shows that Laissez-faire Leadership has an unstandardized coefficient (B) of 0.069 and a standardized coefficient (Beta) of 0.100, with a non-significant p-value of 0.053. This indicates that while Laissez-faire Leadership is associated with a slight increase in the dependent variable, the relationship is less significant. Recent research has highlighted that Laissez-faire Leadership can have both positive and negative consequences, depending on the organizational context and the maturity of the team.

It has been demonstrated by laissez-faire leadership that there are both advantages and disadvantages to consider. Laissez-faire leadership can encourage employee autonomy and innovation, according to a research by Novak et al. (2022), but it can also result in a lack of coordination and direction inside the company (Novak et al., 2022). Zhao et al. (2021) found in

another study that the team's maturity and the particular organizational setting have an impact on how successful Laissez-faire Leadership is (Zhao et al., 2021).

- **Interview and Secondary Data Analysis**

Over all as per the interview with 16 key informative person and secondary data's (company document and records) shows that Elfora Agro Industries is currently adjusting its leadership and project management approaches on their ongoing projects. Some managers take a hands-off approach with little guidance, trusting teams to work independently. Others inspire and encourage their teams, fostering creativity and innovation to meet common goals. They empower teams to take on new challenges. Effective leadership is crucial for project success as it provides a clear vision, secures needed resources, proactively manages risks, and motivates teams to deliver. Inconsistency can lead to misalignment, low morale, and inefficient work. Strong leadership unites and energizes teams to

As an example the construction of a grandparent chicken sheds in the Hawassa region is a project that Elfora Agro Industry is presently working on, and it have a good success until know. With aspects of both laissez-faire leadership and transformational approaches the company's projects are moderately in good status.

Key qualities for effective leaders include strategic thinking, good communication, understanding others, flexibility, and collaborating with teams in a way that gives them independence.

Elfora Agro Industries is currently considering a transformational leadership approach on their projects to boost up and control the leadership style. Aligning leadership and project management practices can bring out the full potential in teams and projects, leading to better outcomes to the project success.

# CHAPTER FIVE

# SUMMARY, CONCLUTIONS AND RECOMMENDATION

## 5.1. Summary of Major Findings

Elfora Agro Industries Plc projects has a mixed leadership style, with Laissez-faire being the most common style. Transformational Leadership is the second most widespread style, with an average score of 3.30 Transactional Leadership had an average score of 3.27, placing it third. Autocratic Leadership scored lowest on average at 2.95.

The overall mean value for project success at Elfora Agro Industries Plc projects is 3.40, which indicates a relatively average level of project success. According to the study, with strong performance in meeting the four main success criteria: quality, scope, time, and budget. The standard deviation of 0.527 shows that there is relatively low variability in the responses, indicating a high degree of consistency in the perception of project success among the respondents. This implies that the project success was achieved across multiple dimensions, based on the questions raised on the project success.

The findings from the model summary, ANOVA, and regression coefficients analysis show that leadership have a significant effect on project success. The multiple regression model, which included autocratic, transformational, transactional, and laissez-faire leadership as independent variables, was able to significantly impact the dependent variable, which is project success.

Transformational Leadership emerged as the most effective style for impacting project success positively, with a standardized beta coefficient of 0.681 and a statistically significant t-value of 8.838 ($p < .001$). However, autocratic leadership did not have a significant impact on project success, with the standardized beta coefficient showing 0.053 almost zero, negligible.

The analysis of the relationship between leadership and project success at Elfora Agro Industries Plc projects shows a strong positive correlation between transformational leadership and project success ($r = 0.730$, $p < 0.01$). This indicates that transformational leadership behaviors increase the project success by inspiring to work towards a common goal, empowering to take on new challenges, encouraging creativity and innovation, and fostering a positive work environment.

Laissez-faire leadership has a minimum significant relationship with project success ($r=0.158$, $p > 0.05$), suggesting that a more hands-off approach to leadership and high trust between the leader

and team might have some positive impact. In contrast, autocratic leadership does not seem to contribute significantly to project performance.

The analysis indicates that Transformational Leadership has the postive and most significant effect on the dependent variable, while Transactional Leadership also shows a significant positive association. Autocratic Leadership and Laissez-Faire Leadership, on the other hand, have weaker and non-significant effect.

## 5.2. Conclusion

This study aimed to explore the relationship between leadership and project success within Elfora Agro Industries Plc projects, a key player in Ethiopia's agro-industrial sector. The research aimed to understand how different leadership styles influence project success, providing valuable insights into leadership dynamics in a developing country context. The study identified a significant gap in understanding the effectiveness of prevailing leadership styles in supporting project goals, and aimed to address this by evaluating current leadership practices and their impact on project success. The study aims to assess the leadership practice at Elfora Agro Industries PLC on three projects, identify project success levels, investigate the relationship between leadership and success, and examine the effect of leadership on project success.

The study used a mixed-methods research design, combining quantitative and qualitative data collection and analysis. It started with a quantitative survey to assess employees' perceptions of leadership styles and project success, followed by qualitative interviews to gain deeper insights into organizational leadership dynamics. The target population of 126 were involved in the project. The sample size is determined using Yemane's formulas, about 96 sample are taken and structured questioners are distributed ensuring a representative and meaningful investigation.

The study reveals that Elfora Agro Industries plc projects predominantly uses laissez-faire leadership styles on leading the projects, with a focus on transformational and transactional leadership. However, there is no evidence of autocratic leadership in certain departments. Project success varies across the organization, with factors like clear scope, effective communication, and standardized procedures influencing outcomes. Transformational leadership is positively correlated with project success and have significant impact on project success, while transactional leadership has an average correlation and significance on project success. Autocratic leadership have zero or non-impacts project success, while laissez-faire leadership lacks direction, leading to delays and failures.

The study emphasizes that there is an s high and significant effect between transformational leadership and project success and moderate effect of transactional leadership whereas based on the research done in Elfora Agro Industries.

## 5.3. Recommendation

Based on the study's findings, it is suggested that to consider the following areas for improvement in:-

- First, the company should develop and implement comprehensive leadership training programs focused on enhancing transformational leadership skills and clearly monitoring the leadership style by evaluating the managers. And also it should minimize a mixed leadership style in a single organization with common goal and vison so that the outcome of project success will be high.
- For project managers, clear project goals and objectives must be established from the beginning in order to offer direction and coordinate teamwork. Additionally, creative problem-solving and creativity within project teams should be improved by creating a cooperative work atmosphere that promotes cooperation and the free flow of ideas. This will ensure that leaders have the necessary abilities to effectively guide projects which will lead to increase the project
- For researchers, expanding studies on the effect of different leadership styles on project success in various contexts and industries, as well as investigating sector-specific leadership dynamics within the single organizational sector, can provide valuable insights to support the companies.
- Finally, policymakers should promote leadership development initiatives and encourage industry collaboration to disseminate best practices and improve leadership strategies in the organization.

## 5.4. Future Studies

Future studies on project management should examine the effects of various leadership styles on project success and failure. Although studies show that a leadership style has a big impact on project outcomes, the exact causes are still unclear.

Research might examine the effects of autocratic, transformational, transactional, and laissez-faire leadership styles on important project success indicators including customer satisfaction, team morale, and on-time and budget completion.

Assessing the effectiveness of flexible leadership approaches is another key area of investigation. Researchers plan to implement experimental designs where leaders are trained to use different styles based on project needs and measure the resulting project performance. This will help organizations understand when and how to adapt leadership styles to enhance project management practices and success rates.

Studies on leadership styles need to cover a greater variety of perspectives, including complexity, servant, authentic, and adaptive leadership and other project success constraints. This would provide academics with a greater understanding of leadership effectiveness on project success and make it easier to spot new trends.

Researchers should also take into account the ways in which the project manager's leadership style interacts with other elements such as team composition, project complexity, and business culture. Long-term research might shed light on how a project's direction changes over time and how it relates to performance goals. Finding efficient leadership development initiatives and solutions is also essential.

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# APPENDIX A

**St. Mary's University**

**School of Graduate Studies**

**Faculty of Project Management**

**Questionnaire to be filled by Elfora Agro Industries Company Employees and Management**

**Dear respondent,**

The purpose of this questionnaire is to collect data about "The effect of leadership on project success in the case of Elfora Agro Industries Plc Projects." For the partial fulfillment of MA degree in Project Management. The information you provide will be used only for academic purpose and kept confidential. Therefore, I kindly request you to provide reliable information for the quality of the research work.

Thank you in advance for your cooperation

Kirubel Million

## ***General Direction***

- *No need to write your name*
- *Read each question and put (√) on the given space/ box.*


## ***General Direction***

- *No need to write your name*
- *Read each question and put (√) on the given space/ box.*


## Part One:

The profile/ background of respondents

1. Sex/ Gender:
   Male ☐ Female ☐
2. Age:
   20-29 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐
3. Marital status:
   Single ☐ Married ☐ Divorced ☐
4. Educational level:
   Certificate ☐ Diploma ☐ BA/BSc ☐ Masters ☐ PhD ☐

5. Work experience:
   1-5 years ☐ 6-10 years ☐ 11-15 years ☐ >15 years ☐

6. Job Category /Current position:
   Employee ☐ Low level Management ☐ Middle level Management ☐

   Top level Management ☐

## Part Two:

Please put tick (√) in the table provided for each of the given statement using the following scales

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

| No. | Questions | Rating | | | | |
|---|---|---|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| | **Leadership Style** | | | | | |
| | **Autocratic Leadership** | | | | | |
| 1 | My manager makes decisions without consulting the team members. | | | | | |
| 2 | I feel like my opinions and ideas are not valued by my manager. | | | | | |
| 3 | My manager expects strict adherence to rules and procedures without flexibility. | | | | | |
| 4 | My manager has a controlling and authoritative leadership style. | | | | | |
| | **Transformational Leadership** | | | | | |
| 5 | My manager inspires me to work towards a common vision or goal. | | | | | |
| 6 | I feel empowered to take on new challenges and responsibilities under my manager's guidance. | | | | | |
| 7 | My manager encourages creativity and innovation in problem-solving. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 8 | I believe that my manager fosters a positive and supportive work environment. | | | | | |
| | **Transactional Leadership** | | | | | |
| 9 | My manager clearly communicates expectations and rewards for meeting them. | | | | | |
| 10 | I feel motivated to work hard because of the rewards offered by my manager. | | | | | |
| 11 | My manager closely monitors my performance and provides feedback regularly. | | | | | |
| 12 | My manager values results over relationships in the workplace. | | | | | |
| | **Laissez-faire leadership** | | | | | |
| 13 | My manager is hands-off and provides little direction or guidance | | | | | |
| 14 | I often feel confused about what is expected of me due to lack of communication from my manager. | | | | | |
| 15 | My manager tends to avoid making decisions or taking responsibility for outcomes. | | | | | |
| 16 | My manager trusts me to manage my own tasks and projects independently | | | | | |

## Part Three:

Please put tick (√) in the table provided for each of the given statement using the following scales

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

| No. | Questions | Rating | | | | |
|---|---|---|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| | **Project Success** | | | | | |
| 1 | The project was completed within the allocated budget. | | | | | |
| 2 | The project expenses were well-managed and controlled. | | | | | |
| 3 | The project team consistently delivered high-quality work. | | | | | |
| 4 | Quality control measures were effectively implemented throughout the project | | | | | |
| 5 | Time management practices were effective in ensuring timely completion of tasks. | | | | | |
| 6 | Deadlines and milestones were consistently met throughout the project. | | | | | |
| 7 | Stakeholders' expectations regarding scope were clearly defined and met. | | | | | |
| 8 | The project deliverables met all specified requirements and objectives. | | | | | |

*Thank You!*

# APPENDIX B

## Sample Interview Question

Thank you for giving me this time the purpose of this study is to understand the effect of leadership in project success basically at Elfora Agro Industries Plc Projects

So I would like to ask some question related to that

1. How would you describe the leadership style of your current project manager?
2. In your experience, how does effective leadership contribute to project success?
3. Can you share a specific successful project and what do you think the overall project success?
4. How does your leader motivate and support the project team towards achieving project goals?
5. According to you, what are the key qualities or traits that a leader should possess to ensure project success in Elfora Agro Industries?