

**ASSESSING THE IMPACTS OF LEADERSHIP STYLES ON THE SUCCESS
OF PUBLIC FUNDED PROJECTS IN TANZANIA: A CASE STUDY OF
LIWALE DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT (MPM)
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND
MANAGEMENT
OF THE OPEN UNIVERSITY OF TANZANIA**

2024

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“Assessing the Impacts of Leadership Styles on the Success of Public Funded Projects in Tanzania: A Case Study of Liwale District”** in partial fulfilment of the Degree of Master of Arts in Project Management of the Open University of Tanzania.

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DECLARATION

I, Moses Mgallah, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Arts in Project Management (MPM).

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Signature

12/02/2024

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Date

DEDICATION

This study is dedicated to everyone who has contributed in one way or another to help me complete it. The first being my late father, Mr. Said Mgallah, to whom I have learned the art of not giving up when things get difficult and the courage to stand up whenever life knocks me down; to my mother, Joyce N. Mwampashe, for the great emotional and financial support she gave to me during the study; to my sisters, Sharifa Mgallah and Hidaya Mgallah, who have always been by my side whenever I needed their support; to my wife, Debora D. Singili, and my sons, Millan, Mithan, Mithran, and Miqran, for their endless prayers, which have contributed a lot to my success; and last but not least, to my lecturers and supervisors.

ACKNOWLEDGEMENTS

I would like to acknowledge the various people who made this possible. It is difficult to mention them all by name, but I would like all of them to know that I appreciate every effort they have contributed, and may God bless them.

Profoundly, I give my gratitude to Dr. France Shayo and Dr. Salvio Macha, who, with great enthusiasm, have guided me through this work. I have benefited from their comments, positive criticism, wisdom, and indeed, time management. My gratitude goes to the administration of the Open University of Tanzania, which gave me research clearance to collect data in Liwale district, and to the district Executive Director of Liwale district, who allowed me to collect data for the projects I asked for.

Lastly, but not least, I owe my gratitude to project supervisors, project managers, team leaders, project advisors, and committee members who have well participated in responding to my questionnaires and interview sessions effectively.

ABSTRACT

The main purpose of this study is to examine the effect of leadership style on the success of public-funded projects in Liwale district. The study adopted a cross-sectional design and case study research design, along with both quantitative and qualitative research approaches. The study employed a census survey to select 92 respondents, comprising 25 project officers, 17 program officers, and 50 committee members. Also, purposive sampling was used for selecting 9 respondents, comprising 3 heads of projects, 3 project leaders, and 3 project advisors. A self-administered questionnaire and interview guide were used to gather data. The quantitative data was analyzed using descriptive and inferential statistics aided by the Statistical Package for Social Sciences (SPSS), whereas thematic analysis was used to analyze qualitative data. Frequency and percentage were used to present results from descriptive statistics, whereas multiple linear regression from inferential statistics was used to determine the effect of independent variables on the dependent variable. Also, word quotation was used to present the results obtained from qualitative analysis. The findings of the study indicated that all leadership styles positively and significantly affect the performance of public-funded projects in Liwale district, with democratic leadership being more dominant, followed by laissez-faire and autocratic leadership styles. The result of the Pearson correlation coefficient also indicated that leadership styles were positively and significantly correlated with project success. The study recommended that project leaders should use different leadership styles because projects usually consist of three phases where each phase has different characteristics, this can result in a successful project.

Key words: *Leadership, Leadership Style, Public-Funded Project, Project Success.*

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CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

The Republic of Tanzania is a developing country in East Africa with a growing economy. The government of Tanzania, like many other developing nations, has identified the need for public-funded projects to meet the growing demand for infrastructure and services. However, the success rate of these projects is a concern, with many projects failing to meet their objectives or experiencing cost overruns and delays. Leadership has been identified as a critical factor in the success of public-funded projects worldwide. It is, therefore, important to explore the role of leadership styles in the success of public-funded projects in Tanzania.

1.2 Background to the Problem

The relationship a leader has with his or her followers is referred to as leadership (Upc, 2018). Top managers, who are the leaders, are in a position of authority, which influences the way that followers behave (Alvarenga et al., 2020). Because of this, there are various ways in which leadership behaviours might affect organizational innovation (Micik, 2018).

According to Ahmad (2014), there is a link between project managers' leadership styles and their ability to successfully complete projects. Renzi (2020) asserts that the leadership style of a project manager has a significant impact on the delivery, lifetime, and success of the project. Micik (2018) also claims that a project manager's leadership style has a favourable impact on teamwork, performance, member happiness, perceived leader effectiveness, and project success. Multiple

studies have shown that, there are preferred leadership styles across various cultures and nations, understanding the relationship between preferred leadership styles and their effects on projects may be crucial to increasing project success rates (Ertureten & Cemalcilar, 2013; Hadler, 2015; Hurduzeu, 2015). For example, at a global level, leadership in projects is a mechanism that must be put in place to end the ignorance and incompetence hindering the successful completion of projects.

Corporations are able to perform well and achieve their goals in projects that have good leadership. According to Ahmed et al. (2018), in their study conducted in Florida State, USA, they found that delays in projects are indeed a universal phenomenon, mostly accompanied by poor leadership. Also, the national audit report of the United Kingdom has shown that two out of three public sector projects are failed endeavors, and the rate of public sector project failure is even worse in Pakistan due to poor leadership (Fareed et al., 2021).

In Africa, project leadership has been a major point of concern in most countries. Delays in project delivery have been a common reality. For example, in Nigeria, poor project leadership is an aspect considered by most organizations as a contributor to poor project performance, which is caused by the extensive poor engagement of the team members and the project leaders (Oshagbemi & Gill, 2015). Also, Beakana (2017) reported that most of the unfinished projects in Ghana happened as a result of bad leadership, which could not sustain operations.

Specifically, in Tanzania, over the past decades, the country has shifted from command-to-managerial compliance styles that emphasize hierarchy and control to

more contingent and creative leadership styles (Hamdi et al., 2021). The shift from command to managerial and creative leadership styles happened as a result of poor organization performance in Tanzania (Simbakalia, 2015). Hamdi, et al., (2021) argued that Tanzanian organizations are in need of transformational leadership.

Specifically, in projects sector, a leadership style would lead to a project team that is satisfied and motivated to work effectively towards the goals of the project. Adamu et al. (2022) state that the success of a project depends on several factors, one of which is the competencies of the project leaders, their personalities, characteristics, skills, and leadership styles, amongst others. All these impacts significantly impact project outcomes. According to Müller and Turner (2014), there is increasingly recognition that different types of projects require different methods for their management and leadership, as well as requiring management procedures tailored to meet the needs of the specific project.

In light of these, leadership style defines the project leader's values and perspective, and being aware of it will aid the leader's communication with the project team. These are of equal importance to the performance of the project team at work as well as the success of the project at large. Liwale district, being one of the districts in Tanzania, is not working in isolation. The district received a number of projects from the government, and others are funded by other stakeholders. Some of the projects the district operates include road construction projects, health projects, water supply projects, education projects, and maintenance services.

The leaders who are leading the project operation are coming from the Tanzanian context and are influenced by environmental culture and politics. In light of these,

the work environments in which they are practicing leadership styles are not quite different from those in other districts or organizations. Like other districts or organizations in Tanzania and other parts of the world, the Liwale district is also faced with poor project performance, which requires effective leadership styles to combat it.

Numerous studies conducted by other researchers have indicated that leadership styles are important determinants of the performance of organizations and project success (Assenga, 2020; Mwakasangula & Mwita, 2021; Mwesigwa, 2019). However, despite studies that have shown leadership style is an important determinant of project success, there have been serious problems related to the performance of the projects in Tanzania, specifically in Liwale district, which call for further studies to demonstrate the effectiveness of the leadership style used by project leaders in the district.

Therefore, this study aims to assess the impacts of leadership styles on the success of public-funded projects in Liwale district, Tanzania by focusing on the five most common leadership styles, which are transformational, transactional, democratic, autocratic, and laissez-faire, under situational and behavioural leadership theories. These theories emphasize the importance of the leader's ability to inspire and motivate their team to accomplish collective goals. Moreover, situational and behavioural leadership involves the leader's ability to generate positive change, develop vision and objectives, and lead others towards the realization of these objectives.

1.3 Statement of the Problem

The government of Tanzania and external donors invest significant amounts of money in public-funded projects with the aim of improving the living standards of citizens and promoting economic growth in different districts, including Liwale district in Tanzania (Mafuru, 2022). However, despite these investments, the success rate of these projects has been facing various challenges such as project delays, cost overruns, stakeholder dissatisfaction, and poor quality of work delivered, with the majority experiencing poor leadership guidance (Assenga, 2020).

Specifically, in Liwale district, 80% of projects are not completed on time, and some have even stalled along the way (National Audit Office, 2019). For instance, a study conducted by Mpambije (2017) on the decentralization of health systems and the fate of the Community Health Fund (CHF) in Tanzania revealed that Liwale district is among the districts with very low enrollments in CHF. Mpambije (2017) further explained that low enrolment is constrained by poor management and leadership capacities of the Council Health Management Team (CHMT) and a lack of motivation among health facility staff and allied health workers.

Also, the district is faced with delays and an uncompleted water project. According to the National Audit Report (2019), around 91% of water projects were not completed on time. The reasons for the delay in the project were due to poor management. Another study done by Ndulane (2015) in the Lindi region found that lack of training, lack of management leadership, and lack of previous experience of contractors were among the factors contributing to the delay of construction in the Lindi region. Moreover, at public primary schools in Liwale district, several lavatory

sinks lay abandoned and incomplete for both boys' and girls' privies (Tarimo, 2022).

A number of previous studies regarding leadership styles and project success have been done in Tanzania (Assenga, 2020; Kengera, 2021; Mongella, 2021; Shedrack, 2019; Vumilia, 2018). Assenga (2020) conducted a study to investigate the extent to which leadership styles employed by management are effective in the performance of TCRA. Mongella (2021) focused on the impact of transformational leadership styles on local economic development in Nyamagana District, Mwanza Region. Also, Shedrack (2019) conducted a study on Tanzanian leaders' perceptions of practices that resulted in the successes and failures of educational development programs in coastal Tanzania. Moreover, Vumilia (2018) examined the dynamics of leadership roles exhibited in private universities and how leadership styles align to achieve success within Tanzania's Catholic Universities System.

However, most of these studies were not focused on projects funded by the government. Also, none of these studies were conducted in Liwale district. Therefore, this current study seeks to address this problem by assessing the impacts of leadership styles on the success of public-funded projects in Tanzania, with a focus on ongoing projects in Liwale district.

1.4 The Study Objectives

1.4.1 General Objective

The general objective of this study is to assess the impacts of leadership style on the success of public funded projects in Liwale district in Tanzania.

1.4.2 Specific Objectives

The specific objectives of this study were to:

- i. Assess the impacts of democratic leadership style on the success of public funded projects in Liwale district.
- ii. Determine the impacts of autocratic leadership style on the success of public funded projects in Liwale district.
- iii. Determine the impact of transformational leadership style on the success of public funded project in Liwale district.
- iv. Assess the impacts of laissez-faire leadership style on the success of public funded projects in Liwale district.
- v. Determine the impacts of transactional leadership style on the success of public funded projects in Liwale district.

1.5 Research Questions

This study was guided by the following research questions: -

- i. What are the impacts of democratic leadership style on the success of public funded projects in Liwale district?
- ii. What are the impacts of autocratic leadership style on the success of public funded projects in Liwale district?
- iii. What are the impacts of transformational leadership style on the success of public funded projects in Liwale district?
- iv. What is the impact of laissez-faire leadership style on the success of public funded projects in Liwale district?
- v. What are the impacts of transactional leadership style on the success of

public funded projects in Liwale district?

1.6 Significance of the Study

The findings of the study are of great importance to project leaders, as they will get to understand how leadership influences the performance of projects in Liwale district; this will assist them in selecting project managers with the right qualities that will lead to better project performance. The findings of the study will assist policymakers in the field of project management in designing policies with the aim of improving project leadership, as they will be enlightened on how leadership affects project performance. Future scholars and academicians will benefit from this study, as it will form the basis for future research as well as provide literature material for future research. The findings of this study will add to the body of knowledge on the effects of leadership on the performance of projects.

1.7 Scope of the Study

The scope of this study is limited to the public-funded projects implemented in Liwale District, Tanzania. The study focused on the leadership styles employed by project leaders and how they affect the success of these projects. The study did not assess the individual leaders but rather the leadership styles that are being used. In assessing the impacts of leadership styles, the study is focused on five distinct leadership styles: transformational, transactional, laissez-faire, democratic, and authoritative.

1.8 Relevance of the Research

It is undeniable that the role of leadership cannot be underestimated in the success of public projects; therefore, the study is highly relevant due to the fact that the success

of these publicly funded projects is vital to achieving sustainable development. The study will also add to the knowledge gap on understanding the impacts of leadership styles implemented in publicly funded projects, an area that hasn't been fully explored. Furthermore, the findings will be used by policymakers and project managers, especially in Liwale district and Tanzania in general, to enhance successful project management by suggesting the best leadership styles that suit our environments.

1.9 Organization of the Study

The study is presented in five chapters: Chapter one highlights: background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, limitations, and organization of the study. Chapter two presents a review of related literature. Chapter three discusses the research methodology, which contains: research philosophy, research design and approach, population of the study, data types and sources, data collection tools, data collection procedures, validity and reliability tests, data analysis methods, and ethical considerations. Chapter four of the thesis is the analysis of the data, results, and discussions of the findings of the study. The data presented is statistically treated in order to cover the relationship between the variables involved in the study. And the last chapter is comprised of three sections: Summary of the findings, conclusions, and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Chapter Overview

In this chapter, different studies related to the subject of accessing the impacts of leadership styles on the success of publicly funded projects were reviewed. Conceptual definitions, theoretical and empirical reviews, research gaps, and conceptual and theoretical frameworks were also presented.

2.2 Conceptual Definitions

2.2.1 Leadership Styles

Leadership style is viewed as a combination of different characteristics, traits, and behaviors that are used by leaders for interacting with their subordinates (Assenga, 2020). Adamu et al. (2022) consider leadership as the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interests and effects for achieving particular objectives. There are different leadership styles exist in any organization. Any leader has own unique style. Effective leaders will have their methods based on the context, the individuals concern and the desire outcome. Leaders' ability to adjust to their own style based on these variables is directly correlated with their leadership effectiveness and ultimate success.

2.2.1.1 Democratic Leadership Style

Democratic leadership is a type of leadership where the members of the group become more participative in the process of decision-making where the opportunity to participate, exchange of ideas, and discussion is given (Mahmutaj, 2015). The

leader of the group offers guidance and control, while the followers focus on the free flow of ideas (Uchewangbe, 2013). By enforcing this type of leadership, the leader of the group promotes more involvement, engagement, and participation from the team members (Ogunola et al., 2013).

2.2.1.2 Autocratic leadership Style

Autocratic leadership (also known as authoritarian leadership) is a top-down style of leadership that puts the responsibility of all decisions in the hands of the project manager and seeks little, or no, input from subordinates (Akor, 2014). Autocratic leaders tend to make decisions based on their own opinions, ideas, experience, and judgement; they rarely accept advice from lower-ranking employees (Khan, 2015).

2.2.1.3 Transformational Leadership Style

This leadership style motivates leaders to be effective and efficient. Communication is the basis for goal achievement, focusing the group on the final desired outcome or goal attainment (Aga et al., 2016). This leader is highly visible and uses a chain of command to get the job done. Transformational leaders focus on the big picture and need to be surrounded by people who take care of the details (Amin et al., 2016). The leader is always looking for ideas that move the organization to reach the company's vision (Khatri et al., 2019).

2.2.1.4 Laissez-faire Leadership Style

The word *laissez-faire* is adopted from French, where it can be translated as “let it be”. Under this type of leadership, the leader permits the subordinates to have more freedom and work independently in making decisions on how they are going to

finish specific tasks given to them (Alghazo & Al-Anazi, 2016). Laissez-faire leadership allows the leader to give subordinates freedom to complete any job or task. This leadership style is demonstrated by the leader when subordinates are allowed to make independent decisions without consulting with superiors (Igbaekemen & Odivwri, 2015). Laissez-faire leadership is known as the “hands-off” method, where the leader gives more opportunities in the decision-making process while at the same time giving the least guidance to the subordinates (Answar & Haider, 2015).

2.2.1.5 Transactional leadership style

The concept of transactional leadership was first introduced by Max Weber in his work considering the socio-economics of an organization (Ahmed & Abdullahi, 2017). Max defined transactional leaders as individuals who obtain leadership status through “normative rules and regulations, strict discipline, and systematic control. According to Khan and Nawaz (2016), there are three components of the transactional leadership style: contingent reward, management-by-exception that is active, and management-by-exception that is passive.

Khan and Nawaz (2016) explain a contingent reward as positively reinforcing good work and motivating employees with rewards for their achievements—particularly when financial or schedule goals are met or exceeded. As such, project managers who favor this contingent reward system often prefer behaviors that emphasize outlining and clarifying each employee's role and task requirements (Corte et al., 2017). These project managers provide their subordinates with material or psychological rewards, which are contingent on employees’ fulfillment of

contractual obligations (Cumberland et al., 2016).

Regarding management-by-exception (active), the project manager supervises employees' work, taking immediate action to correct subordinates if something goes wrong. According to Lewandowski et al. (2015), this type of leadership does not inspire workers to achieve beyond the expected outcomes; however, if the target is achieved, that means the system has worked, everyone is satisfied, and the business continues as usual. Also, management-by-exception (passive) is a transactional leadership style used by leaders who avoid expressing their agreement and do not outline clear goals or standards they expect from subordinates (Lewandowski et al., 2015). This type of leader will wait for disaster. Before taking any steps to rectify a situation that seems headed for failure. As such, this type of transactional project manager may only intervene if the project's goals and objectives have not been met or when serious problems arise (Lewandowski et al., 2015).

2.2.2 Project Success

This refers to the degree to which a public-funded project is able to meet its intended objectives within the specified time, budgetary constraints, and quality standards. In order for a project to be successful, it must satisfy the three criteria of scope, cost, and time as well as the needs of the end users and other stakeholders (Müller et al., 2012).

2.2.3 Public-funded projects

Projects that are financed and implemented by the government or public institutions with the aim of providing public goods, services, and infrastructure. Public Funded

Projects are essential in the human society since they are an important source of public services provided by the governments to the people (Honglei & Wang, 2013).

2.2.4 Impact

The extent to which leadership styles affect the success or failure of public-funded projects in Tanzania.

2.3 Theoretical Literature Review

The theory and research on leadership are divided into three historical periods: the trait period from the beginning of the 20th century to World War II; the behaviour period from the onset of the war to the 1960s; and the contingency period from the late 1960s to the present. To understand the nature of leadership and its different aspects, it's important to discuss different theories of leadership that have developed over time. Hence, in this study, the researcher will review theories and research related to topics such as trait theory, contingency theory, behavioural theory, and transformational theory.

2.3.1 Trait theory

According to Hersey and Blanchard (1988), the trait model of leadership was established in the early 1900s, with its associated theories and perspectives. In essence, this was the first attempt at a theoretical understanding of the nature of leadership. The trait approach attempts to explain leadership addictiveness in terms of personality and psychological traits of the leader (Antonakis & House, 2002). The trait theory of leadership differentiates leaders from non-leaders by focusing on personal qualities and characteristics. Trait theories of leadership seek personality,

social, physical, or intellectual traits that differentiate leaders from non-leaders. Fernandez and Vecchio (1997) emphasized that the trait approach assumes the existence of a leadership personality and that leaders are born and not made.

However, the trait theory was contradicted by research conducted by Stogdil (1948), who saw that there were limitations in the theory because a person does not become a leader based on a combination of traits alone. Stogdil revealed seventy-nine unique traits of leaders, with only four traits appearing in other studies. Gordon (1987) added that traits associated with leadership in one situation do not predict leadership in another. There is also no consensus as to what exhibits the behavior of the leader (Gordon, 1987). This has ignored the role of subordinates and its effects on leadership.

According to Hersey and Blanchard (1988), leadership is a dynamic process varying from situation to situation with changes in leaders, followers, and situations. Hiers and Heckel (1977) finalized that a person does not become a leader by virtue of possessing some combination of traits, but situational variables obviously influence the leader's behaviour patterns. He pointed out that different types of groups of activities require different types of leaders. Although there was little consistency in the results of the various trait studies, the project leaders at Liwale district need to make the best use of the trait theory to lead the projects towards success because some traits did appear more frequently than others, including technical and professional skills, problem-solving skills, communication skills, and interpersonal skills.

2.3.2 Leadership Behavioural Theory

Researchers focused on leadership behaviour studies theory after trait theory proved to be vague and inconsistent. According to Anderson and Schneier (1978), research for this theory began in the 1940s. This theory assumes that specific behaviors are what distinguish leaders (Anderson & Schneier, 1978). As noted by Çetin and Kınık (2015), behavioral theory states that leaders are described best by their behaviors. The manner in which a person manages issues, how they show their abilities, and the approach they use to do things depict the type of leader that person is. Cantu (1997) developed a framework based on a leader's behavior. He argued that there are three types of leaders: autocratic, democratic, and laissez-faire leaders.

In the authoritative style, the manager expects his word to be law, and employees do not have room to present their suggestions for consideration. Decisions are made at the highest level of an organization and handed down through established protocols to be implemented across the appropriate levels by the employees through existing organizational procedures. In this type of leadership, motivation among employees is very minimal or non-existent, and the techniques that are used to provide motivation apply a combination of threats and promises, such as benefits and retributions (Miao & Newman, 2013).

Democratic leadership style, also known as participative style, strives to involve employees in organizational management and decision-making. Involving employees in organization management and decision-making serves to impart this skill into their routine job requirements, besides grooming them for their next career levels within the organization (Miao & Newman, 2013). However, this style is only

effective in an organization where employees are skilled and very knowledgeable in their areas of specialty since they are less likely to make work-related mistakes that might be costly to the organization.

The last leadership style is the *laissez-faire*, which describes a lack of interest, and rightly so because, in this case, a manager is almost detached from the intricacies of organization and employee management. Much leeway is given to employees to use their best judgment and achieve individual or teamwork requirements, meet targets, and meet work deadlines (Hamdi et al., 2021). This style too should be adopted where the employee is qualified and competent in discharging their duties without direction and is mature enough to achieve self-motivation.

However, this leadership style lacks continuity for both behaviors, and they could all be used to different degrees. The shortcomings of this theory are that it does not take into account the effects and situations in which leadership took place; there is no standard behavior for leadership in every situation. Project leaders in Liwale district should employ the style, but they should examine the situation at hand and employ the right mix of skills and style in order to achieve success.

Leaders can be classified into two types that's task oriented and people oriented (Welch, 2016). Leaders that are people oriented are those that are always affiliated to people and they listen to those working under them. Robbins et al (2016) depicts people oriented leaders as those that shows confident in employees and they support their employees always. By their commitment to motivate and serve the employees they are able to gain their trust and therefore they are able to work together and

achieve the organizational objectives. Leaders who are task oriented on the other hand are focused on attaining the goals of the organization. They are always tenacious to have activities and roles done and they achieve this by setting standards which everyone in the organization has to follow (Welch, 2016).

This theory is linked to the leadership style variable in this study. It is important in county governments in ensuring that the county resources are managed effectively. Governor as a leader of the county will need to show given behavior which will portray him/her as a competent leader. Completion of projects in the counties requires leaders who are people and task oriented. They will therefore need to ensure that approved plans and schedules are followed and make certain that employees' welfare is catered for (Safarzadeh, Dahghan, Pazireh, & Pouraskari, 2017).

2.3.3 Contingency Theory

The contingency theory is a class of behavioural theory that contends that there is no one best way of organizing, leading, or leading an organization because a leadership style that is effective in some situations may not be successful in others. In other words, the optimal organization or leadership style is contingent upon various internal and external constraints. Contingency theorists believe that the effectiveness of leadership depends upon the situation and numerous factors, such as the nature of the task, the leader's personality, and the make-up of the group being led (Fiedler, 1964).

The theory presupposes that different approaches to management should be applied based on the situation rather than organizational means, and various leadership styles

should be adopted to make sure that they stimulate workers' performance. Fiedler's contingency theory emphasized that the leader's personality, or psychological disposition, is a main variable in her or his ability to lead and said that how the group receives the leader, the task involved, and whether the leader can actually exert control over the group are the three principle factors that determine how successful the leader-led arrangement will be. The theory fits this study based on the assumption that a leader has to understand the task and the mentality of the group and manage various leadership styles that influence workers' performance and give the organization both comparative and competitive advantages. However, the theory recommends that leaders should be greatly influenced by the situation, personality, nature of the task, and the make-up of the group being led within a particular organization.

2.3.4 Transformational Leadership Theory

Transformational leadership styles emerged as one of the most extensively researched leadership paradigms to date (Nubuor, 2015). Perhaps the reason that research on transformational leadership has become somewhat self-sustaining is that positive results continue to emerge on the effects of transformational leadership (Khatri et al., 2019). Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers, with the end goal of developing followers into leaders.

Enacted in its authentic form, transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These

include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work; and understanding the strengths and weaknesses of followers so the leader can align followers with tasks that optimize their performance.

Aga, et al., (2016) perceives transformational leadership as an integration of elements of empathy, compassion, sensitivity, relationship building, and innovation. Meanwhile, Amin et al. (2016) explained transformational theories as theories that focus on the connection that leaders and subordinates form. Transformational leadership has the ability to make a leader motivate subordinates to rise above their goals for the betterment of the organization. This theory goes well with our study.

2.4 Empirical Literature Review

Success in any endeavour depends heavily on a leader's ability to inspire others, especially when a team is involved (Munns & Bjeirmi, 1996). Also it was reported that, a project leader's ability to use a variety of leadership styles when appropriate is crucial to the success of the project (Munns & Bjeirmi, 1996). Several studies have been done on transactional, transformational, democratic, autocratic and laissez faire leadership styles to assess their effectiveness on project success.

2.4.1 Democratic Leadership and Project Success

Haider (2021), in his study conducted in Pakistan, aims to examine the impact of democratic leadership on project success through the mediating role of coworker knowledge sharing and the moderating role of project risk management. The study

used a questionnaire to collect data from employees and respondents working in the software and IT industries in Pakistan. After data collection from 308 respondents, the data was then analyzed on SPSS and Amos for the measurement of the model's fitness. The result of this study indicates that an increase in democratic leadership would increase project success.

Asiimwe (2021), in her study, sought to investigate the relationship between democratic leadership style and small and medium enterprise growth in the top 100 KPMG SMEs in Kenya. A causal research design was employed to investigate the relationship between the independent variable, with key constructs being orientation towards teamwork, innovation and creativity, delegation of responsibilities, and transparency, and the dependent variable constructs being workforce growth, sales growth, and return on assets. From a target population of 553 owners and managers of the top 100 KPMG SMEs in 2013 using the stratified random sampling technique, a sample of 227 was obtained.

The study relied on primary data that was collected using closed-ended questionnaires. The data was analyzed using Pearson's correlation, multiple regression, and chi-square techniques. The study findings established that democratic leadership style and SME growth had a strong positive association. The study concluded that democratic leadership style affected the overall performance of an organization as employees found satisfaction in their work, which positively affected their creativity and innovativeness, which in turn affected the overall success and growth of the organization. It was recommended that leaders of SMEs include employees in the decision-making process in order to facilitate the growth of the

enterprise.

2.4.2 Autocratic Leadership

Al Khajeh (2018), examined the impact of autocratic leadership styles on organizational performance. In this study, he employed both primary and secondary data. The primary research has been done using a quantitative approach with the help of a survey instrument based on a survey questionnaire. The secondary research has been done through a review of previously established literature to achieve the research objectives. The findings suggested that an autocratic leadership style had a positive relationship with organizational performance. It has been recommended that organizations use a leadership style that enhances the capabilities and abilities of the people.

Itunga and Awuor (2017) investigated the effect of autocratic leadership style on employee performance in a state corporation in Kenya. A descriptive research design was used as it was suitable for the study content and focus. A stratified random sampling technique was adopted to ensure all categories were equitably represented in the sample. The target population was 283 respondents. A structured, self-completed research questionnaire was used for data collection. Descriptive and inferential statistical techniques were used for data analysis. The study findings showed that autocratic leadership style is the most exhibited style at the commission, followed by laissez-faire style, and then transactional leadership style, with transformational leadership style coming last. The study recommends that the commission do away with the autocratic leadership style as it would ruin the commission in the long term.

2.4.3 Transformational Leadership and Project Success

Zhao et al. (2021) adopted a meta-analysis approach to systematically analyze the reasons for the differences in the relationship between transformational leadership (TL) and project success in China. Through the adoption of the meta-analysis approach, they investigated 31 independent studies with a total sample size of $N = 6475$. The results reveal that TL positively affects project success, and leadership charm is the primary driver of TL. Research provides an empirical perspective to help project leaders select management talents, regulate leaders' words and deeds, and cultivate technical and soft leadership skills. Besides, this paper proposes a unique and nuanced view of the relationship between TL and project success, enhancing people understands of TL's role in influencing project success.

Khan et al. (2019), employed a deductive approach and cross-sectional survey-based research to examine the impact of transformational leadership styles on project success, with a focus on private sector firms in the construction industry. A simple random sampling technique is used to collect the sample from the selected population, including project leaders, project directors, project managers, supervisors, and team members, with a sample size of 320 in the region of Islamabad and Rawalpindi. Results of the analysis show that transformational leadership styles, with their dimensions, are significantly positively associated with project success.

2.4.4 Laissez-faire Leadership and Project Success

Kadir (2020), conducted a study in Malaysia to investigate the impact of laissez-faire on the success of projects. The study followed quantitative approaches, where a survey questionnaire was conducted with a sample size of 154 respondents from the

project management team members who were involved in the MRT Project Phase 1 Sungai Buloh-Kajang using convenience sampling techniques. For the evaluation of leadership styles and project success, the questionnaire was designed using a five-point Likert scale and analyzed using SPSS software. Demographic and descriptive techniques were adopted for data analysis, while Pearson's correlation and regression analysis were used to investigate relationships between variables in order to justify the hypotheses of the study. Findings show that laissez-faire leadership has a positive impact on project success.

Kasahun (2021) in his study conducted at the Ethiopian Road Authority, examined the effect of leadership style on project performance. The study adopted an explanatory research design along with a quantitative research approach to address the research questions. As the population size is limited, the researcher has employed a census survey. A self-administered questionnaire was used to gather data. The collected data were analyzed using SPSS Version 20. Both descriptive and inferential statistics were used for the data analysis.

Descriptive statistics such as frequency, percent, mean, and standard deviation were used for describing the demographic characteristics of respondents and their overall perceptions of dependent and independent variables. Inferential statistics like Pearson correlation and simple linear regression were used to show the relationship between independent and dependent variables and to determine the effect of independent variables (LS) on the dependent variable (PP). The findings of the study indicated that laissez-faire leadership styles positively and significantly affect the

performance of the Mojo-Hawassa Road project.

2.4.5 Transactional Leadership and Project Success

Mwakasungula (2021), employed descriptive and inferential statistics to examine the relationship between transactional leadership style and employee job satisfaction. The study used Morogoro Municipal Council as a case study, from which data were collected using a closed-ended questionnaire from 92 respondents. The regression analysis result showed that transactional leadership style was found to be a significant predictor of job satisfaction.

Khan et al. (2019), in their study on Pakistanian organizations, concluded that both transactional and transformational leadership styles had positive influences on organizational performance, although transactional leadership style had a higher influence on organizational performance than transformational leadership style because transactional leadership style motivates and helps employees towards improved organizational performance using rewards.

2.5 Research Gap Identified

The reviewed empirical studies exhibit mixed results on impact of leadership styles on the project success (Assenga, 2020; Haider, 2021; Itunga & Awuor, 2017; Kadir, 2020; Kengera, 2021; Mongella, 2021; Shedrack, 2019; Vumilia, 2018; Zhao, *et al.*, 2021). However, most of these reviewed empirical studies have been conducted in other countries, regions, and various districts in Tanzania, but not much attention has been paid to projects that have been carried out in Liwale district. Also, the studies

available were not focused on public projects funded by the government. Therefore, this study filled the knowledge gap by investigating the impact of different leadership styles on the success of public-funded projects, using Liwale district as a case study. Moreover, this study seeks to provide insight into the leadership styles that are most effective and relevant to the Tanzanian public sector and how they can be implemented for the successful completion of public-funded projects.

2.6 Conceptual Framework

A conceptual framework is the ideal framework designed by a researcher just to show how dependent and independent variables of the study depend on or connect to each other. It is a conceptual framework that helps a researcher better understand his or her data presentations. In the same view, Sospeter (2020) argues that a researcher constructs a conceptual framework that will act as study guidance during data presentation and discussion. Therefore, the clear-cut conceptual framework for this study is clearly presented in Figure 2.1.

There are five types of leadership styles in this study as independent variables: transactional, transformational, autocratic, democratic and laissez faire leadership styles. The dependent variable in this study is project success.

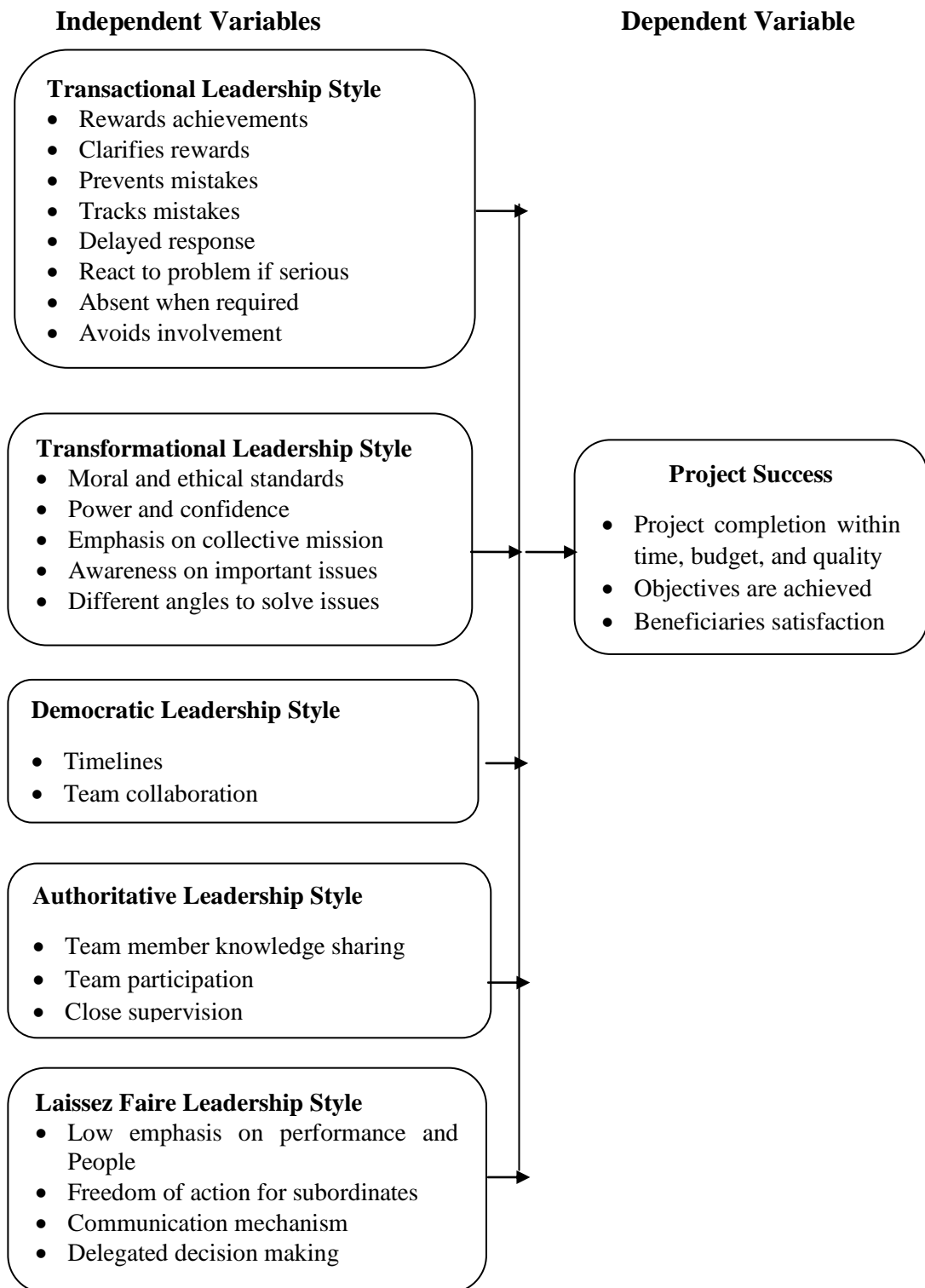


Figure 2.1: Conceptual Framework

2.7 Chapter Summary

Notably, despite the different leadership styles used by the project managers, a review of the literature on the success of project and the leadership function reveals considerable discrepancy. For instance, despite the fact that (Cheng et al., 2021), found transformational leadership to be a predictor of project performance in multiple studies, (Kaur, 2022) found no conclusive evidence of a connection between the two. Additionally, earlier leadership studies have shown that leadership leads to effectiveness. With the exception of the early research's contributions, virtually few studies have been done on how leadership influences project success. When considering various leadership characteristics in the context of organizational variables, (Bayani et al., 2015) argued that in order to succeed in project-based organizations, it is important to examine the different facets of leadership with an emphasis on skills, experience, and leadership styles.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This section presents the methodology that will be adopted in the investigation of the study problem. It presents the research design, study population, the sample size and selection, data collection methods, data collection instruments, procedure of testing reliability of the research instruments, procedures of data collection and measurement of variables.

3.2 Research Philosophy

The research philosophy for the proposed study title is pragmatism. This paradigm involves research designs relying on what will work best in finding answers for the research questions. This will enable us to conduct research in innovative and dynamic ways to find solutions to research problems. In this study which seeks to investigate the impacts of leadership styles on public-funded projects in the Tanzanian context and how they are experienced by the people involved, this philosophy will give us a flexible approach and generate useful knowledge.

3.3 Research Approach

Research approaches are plans and procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (Creswell, 2011). In this study, since a study philosophy is pragmatism, a combination of both qualitative and quantitative approaches (a mixed research approach) has been applied by the researcher to facilitate this study. According to Karissa and Lakzadeh (2019), a mixed research method is a procedure for collecting,

analysing, and mixing both quantitative and qualitative data in a single study so as to understand a research problem. The quantitative approach enabled the collection and quantification of data in terms of frequencies, sums, and percentages so as to supplement the qualitative data. According to Nassaji (2015), the qualitative approach is credited for being highly exhaustive and reliable in making deep explorations of information from respondents. Thus, its use in this study enabled the researcher to obtain detailed, non-quantifiable information regarding respondents' views and opinions on the impact of leadership styles on project success in Liwale district.

3.4 Research Design

A research design entails the plan, structure, and strategy to be utilized in investigating the research problem and obtaining answers to research questions (Tromp & Kombo, 2006). It entails a blueprint under which a study is conducted, ensuring there is maximum control over factors having potential influence on the validity of the findings (Creswell, 2017). This study adopted a cross-sectional design and case studies to enable a thorough analysis and contextual comprehension of the research problem. Cross sectional design measures the outcomes and exposures of the study population at the same time. The specific quantitative and qualitative data will be required to be gathered within a given time frame to address the study's aims and questions, the cross-sectional study design will be chosen.

3.5 Area of the Study

Orodho and Kombo (2002), argue on the importance of site selection in research. This study was conducted among the ongoing public funded projects in Liwale

district which is among the six districts of the Lindi Region of Tanzania. It is bordered to the north by Pwani Region, to the East by Kilwa District, to the south by the Ruangwa District and to the West by the Morogoro Region. A case study is chosen because it is among the little studied districts in Tanzania caused by its challenging infrastructures. Due to the fact that there are many similar environments in Tanzania the findings can be used to improve the outputs of public funded projects in Tanzania. Among ongoing construction public funded projects in Liwale include the construction of Liwale district Council, the district court, and VETA buildings in Makata.

3.6 Target Population

Bryman (2004) defined population as an entire cohort of subjects that a researcher is interested with. It is where a researcher chooses a sample. The study targeted population was one hundred and one (101) including 3 heads of projects, 3 project leaders, 3 project advisors, 25 committee members, 17 programme officers and 50 project officers from Liwale district. Heads of projects, project leaders and project advisors were taken as project leaders and responses from committee members, programme and project officers were deemed to be good measures of leadership behaviour based on the assumption that have frequent contact and over all knowledge of their leaders.

3.7 Sample Size and Sampling Technique

Sample is defined as a segment of population which the researcher is interested in gaining information and providing conclusion (Best & Khan, 2003). Table 3.1 below shows sample size, and the sampling technique that were used. The total sample

comprised of all 101 respondents from the entire population. The sample was stratified into two categories comprising of the supervisors or the leaders while the second category comprised of committee members and project officers from Liwale district. Under this category a total of 9 respondents comprising 3 heads of projects, 3 project leaders, and 3 project advisors were purposely selected to participate in the study based on their knowledge, expertise and experience on public funded project managements.

Purposively sampling gave a researcher a room for interaction and detailed discussion about the study topic with the respondents. Also a total of 92 respondents comprising 25 project officers, 17 programme officers, and 50 Committee Members were selected to participate in the study through census method. A researcher employed census method to select committee members, programme officers, and project officers because the study population is small and manageable. According to Creswell (2017), defined census method as a statistical investigation in which the data are collected for each and every element or unit of the population. It is also known as “complete enumeration” or “100%enumeration” or “complete survey”.

Table 3.1: Sample Size and Sampling Technique

S/N	Category	Population Size	Sample Size	Sampling Technique
1.	Heads of Projects	3	3	Purposive sampling
2.	Project Leaders	3	3	Purposive sampling
3.	Project Advisors	3	3	Purposive sampling
4.	Project Officers	25	25	Census Method
5	Programme Officers	17	17	Census Method
5.	Committee Members	50	50	Census Method
Total		101	101	

Source: Research data, (2023).

3.8 Methods of Data Collection

In this study, data was gathered using both primary and secondary techniques. Primary data included information gathered directly from the field. To collect a primary data, a structured questionnaire was given to respondents directly by the researcher, and key informants were interviewed verbally using an interview guide. The two data collection techniques serve as a means of triangulation to increase confidence in the final findings drawn from the data's interpretation. On the other hand, the collection of secondary data, involved an onsite exploratory analysis of project protocols and other project-specific documentation, such as quarterly and yearly reports.

3.9 Data Collection Instruments

The data collection methods are also described as the specific approach used to gather data from intended respondents or populations (Kothari, 2004). The choice of methods and instruments depends on the research objectives and questions to be addressed. This study employed multiple data collection methods, and the need for multiple data collection methods in this study was not only to seek information from different sources but also to find out different kinds of sources of information for the study. This study used questionnaires and interviews.

3.9.1 Interview Guide

An interview is described as a conversation with purpose (Creswell, 2017). Interviews allow a researcher to collect fresh data directly from the chosen key respondents. It is through interviews that a researcher can best access key informants or participants' views or perceptions regarding something (Nascimento, 2019). In the

current study, the semi-structured interview was used to collect data from heads of projects, project leaders, and project advisors, as it allowed the interviewer to gather rich data from a few knowledgeable respondents. An open-ended question that allows probing was constructed according to the specific objectives of the study and addressed to the key informants of the study.

3.9.2 Questionnaire

According to Kothari (2004), a questionnaire is a set of prepared questions that are usually sent to the respondents to seek answers from them at their own convenience and return the field questionnaire to the researcher. This data collection instrument was used to collect data from committee members, programme officers, and project officers. A structured questionnaire was used to collect data, where it was pre tested by one of the public funded project before introduced into the actual field. The feedback from pre testing was used for making correction of the questionnaire. The questionnaire consisted with two sections, A and B. Section A aimed to get the demographic data of the respondents including age, sex, level of education and experience and position in the project. Section B included questions on the researches variables. The 5 point Likert scale with continuums of strongly agree, agree, not sure, strongly disagree and disagree with codes 5 – 1 was used to test discrete respondent's opinions of the variables.

3.10 Measurement of Variables

The dependent variable in this study is project success while the independent variables are transformational, transactional, democratic, autocratic and laissez faire

leadership styles. Nominal and ordinal scales were used in the questionnaires as a way of assigning numbers to define the variables. The researcher used the nominal scale as labels to categorize demographic features consisting of age, gender, educational background, duration spent working for projects. The 5 point Likert Scale was used to collect data on discrete opinions from respondents on leadership styles and project success using scales of “5= Strongly Agree, 4 = Agree, 3 = Not sure, 2 = Disagree and 1 = Strongly disagree.” The 5 point Likert scale will be used since it is easy to construct and is considered a reliable instrument for collecting discrete data from respondents.

3.11 Data Quality Control

The quality of data is a critical factor in conducting a research study (Bengtsson, 2016). In this study, the quality of the data has been assured by using the following techniques:

3.12 Validity and Reliability of Instruments

3.12.1 Validity

Heale and Twycross (2015) define validity as the extent to which the concept in a study is accurately measured. To ensure that the instrument is valid, three experts were given the instrument to examine whether it could capture the right information and whether it was fit for the study. The comments provided by the experts were used to improve the instrument. Likewise, a pilot study that included 10 respondents was conducted prior to an actual study. The study helped to improve a few questions in the questionnaire that were not easily understood by the respondents.

3.12.2 Reliability

Reliability refers to how consistent and stable your research results are and how well they can be replicated by other researchers (Heale & Twycross, 2015). According to Bajpai and Bajpai (2014), when a measurement device or procedure consistently assigns the same score to individuals or objects with equal values, the instrument is considered to be reliable. With respect to this study, to check for reliability, Cronbach's alpha was calculated, and the values were found to be 0.81 for democratic leadership, 0.78 for autocratic leadership, 0.76 for transformational leadership, 0.79 for Laissez faire leadership, 0.83 for transactional leadership, and 0.87 for project success, as summarized in Table 3.2. The literature informs us that when the alpha value is above or equal to 0.7, the instrument is reliable for data collection.

Table 3.2: Coefficients of Cronbach's Alpha

Variable	No. of items	Cronbach's Alpha
Democratic leadership	6	0.81
Autocratic leadership	6	0.78
Transformational leadership	6	0.76
Laissez faire leadership	6	0.79
Transactional leadership	6	0.83
Project success	9	0.87

Source: Research data, (2023).

3.13 Data Analysis Procedures

3.13.1 Quantitative Data Analysis

In preparation for data analysis, raw data from the questionnaires was checked to ensure that they are complete and accurate. The data were edited, coded and entered into Statistical Package for Social Scientists (SPSS) system version 25.0. Using a tabular form, responses to questions were tallied and thereafter followed by cross

tabulations for responses to questions on the dependent and independent variables. The SPSS package acted as a guide in the analysis to describe, compare and summarize the data. The frequency tables and percentages to represent respondent's views on the variables under study were used. Descriptive statistics using mean and standard deviation was used to measure the characteristics of data so as to describe and interpret data.

Also, the regression analysis was conducted to determine the impacts of leadership styles on the success of public funded projects, by defining the variables and formulating the regression equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \beta_nX_n + \varepsilon$$

Where:

Y represents the dependent variable, which is the Success of Public Funded Projects.

β_0 represents the intercept or constant term.

$X_1, X_2, X_3, \dots, X_n$ represent the independent variables, which would be the different leadership styles we want to analyse.

$\beta_1, \beta_2, \beta_3 \dots, \beta_n$ represent the regression coefficients, which indicate the impact or relationship between the independent variables and the dependent variable.

ε represents the error term.

However, before proceeding with the regression model estimation, model diagnostic test was performed in order to find out whether the model complies with the assumptions of regression. Regression diagnostics determine whether a regression

model that has been fit to data adequately represents the structure of the data. In this study, a researcher has conducted basic assumption including tests normality of the distribution, independence of errors, linearity of the relationship between the independent and dependent variables, and multicollinearity tests before running the regression model.

3.13.2 Qualitative Data Analysis

Qualitative data were arranged in order to compile the responses from the interview schedules and document evaluations for data analysis using content analysis. Content analysis provides the means for quantifying the content easily using a method that is clear and repeatable by others. This was done by organizing specific themes tabulated based on research objectives and research questions. Therefore, similar gathered responses were put together in tables to be converted into frequencies and percentages so they can be easily computed quantitatively to supplement quantitative data from questionnaires so they can be analysed together.

3.14 Ethical Considerations

Ethical clearance to conduct the research was secured from the Open University of Tanzania Ethics committee. Also permission to conduct research on project areas was secured from the project managers. Participants were briefed on the significance of taking part in the study and obtain the written consent. To ensure confidentiality and anonymity no names was recorded as code numbers was used for identification. Participant was having a right and freedom to withdrawal from study any time with no harm to them.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Chapter Overview

This chapter presents the findings and discussion of the study grounded in the objectives of the study expressed in Chapter 1. The study sought to determine the impacts of democratic, autocratic, transformational, laissez-faire, and transactional leadership styles on the success of public-funded projects in Liwale district, Tanzania. The chapter included descriptive and inferential statistics. Descriptive statistics consist of the response rate to the questionnaire and interview and the demographic profile of the respondents. Also, inferential statistics consist of correlation and regression analysis.

4.2 Descriptive Statistics

4.2.1 Response Rate of Questionnaire

The questionnaires were distributed to 92 respondents, comprising 25 project officers, 17 programme officers, and 50 committee members. The respondents were given enough time to fill out the questionnaire, and each respondent was required to fill out the questionnaire within 10 days. The response rate was high since 80 questionnaires out of 92 were returned, making it an 86.9 percent response rate. Specifically, according to the designation of the respondent, 23 out of 25 questionnaires sent to project officers were returned, making it a 92.0 percent response rate.

Also, 16 out of 17 questionnaires sent to programme officers were returned, making it a 94.1 percent response rate. As well, 41 questionnaires out of 50 sent to project

committee members were returned, making it an 82.0 percent response rate. The return rate was considered to be an adequate representation of the target population. According to Mugenda and Mugenda (2003), a response rate of 50% is considered sufficient, 60% is good, and 70% is very good.

Table 4.1: Response Rate of Questionnaires

Respondent	No. of questionnaires distributed	Questionnaires returned	Percentage of questionnaires returned (%)
Project Officers	25	23	92.0%
Programme Officers	17	16	94.1%
Committee Members	50	41	82.0%
Total	92	80	

Source: Research data, (2023).

4.2.2 Response Rate of Interview

The researcher successfully interviewed all nine (9) members of the management team comprising the heads of the projects, project leaders, and project advisors.

4.2.3 Demographic Profile of the Respondents

Some of the questions were designed to generate data on the characteristics of the respondents to this study. The information was essential in determining the characteristics and nature of the study population. On the whole, all respondents were requested to indicate their sex, age, educational background, and years of service.

Table 4.2: Demographic Profile of the Respondents

Variable	Frequency	Percentage
Gender		
Male	41	51.3
Female	39	48.7
Total	80	100.0
Age Group		
21-30 years	13	16.3
31-40 years	44	55.0
40-59 years	19	23.7
Over 50 years	4	5.0
Total	80	100.0
Educational background		
Diploma	11	13.8
Bachelor Degree	44	55.0
Post Graduate Diploma	16	20.0
Master's Degree	9	11.2
Total	80	100.0
Working Experience		
Less than 2 years	7	8.7
2 - 4 years	17	21.3
5 - 7	26	32.5
8 – 10	20	25.0
Over 10 years	1	12.5
Total	80	100.0

Source: Research data, (2023).

As seen in Table 4.2, the male-female proportion of the participants appears to be nearly the same, although the male respondents appear to be more than the females by a slight margin. This considerably eradicates any gender bias in the supplied information. Regarding the age group of respondents, the first group of 13 (16.3%) respondents were within the age category of 21–30 years of age. The second group had 44 (55.0%) respondents within the age category of 31–40 years. The third group were 19 (23.8%) respondents within the age category of 41–50 years, and the last were 4 (5.0%) respondents within the age category of over 50 years.

In sum, the majority (44, or 55.0%) of the respondents were within the age category of 31–40 years, which implies that the majority of the respondents were young and, at the dynamic age level needed projects. Regarding educational background, a large number of the respondents, 44 (55.0%), have a bachelor degree, followed by those with a postgraduate diploma, 16 (20.0%), while those with a diploma and a master's degree take 13.8% and 11.3%, respectively. This shows that the majority of the respondents were first- and postgraduate degree holders who found it convenient to carry out the projects. With respect to the work experience of the respondents, only 7 (8.8%) of the respondents have worked for less than 2 years, while a high proportion have worked for years ranging from 5 to 10 years. This indicates that the majority of the respondents have a wide range of experience in project work.

4.3 Results of Inferential Statistics

4.3.1 Correlation analysis

Correlation was used to find out the relationship between the independent variable (leadership style) and the dependent variable (project success) as conceptualized in the framework. The Pearson correlation coefficient (r) is the test conducted for correlation purposes that highlights the relationship between a variable. It also provides information regarding the direction and magnitude of a particular relationship. The value of the correlation coefficient lies between +1 and -1. When the value range is close to 0, it means that the relationship between variables is very weak. In other words, when the value range is 0.2–0.39, there is a weak correlation.

If value ranges are 0.4–0.59, there is a moderate correlation. Also, if the value range is 0.6–0.79, there is a strong correlation, and when the value is 0.8–1.0, there is a

very strong correlation. 0 indicated no relationship between the two variables. And the plus and minus signs show the positive and negative relationship between variables. Table 4.3 below present the relationship between the independent variables (Leadership Style) and dependent variable (Project Success).

Table 4.3: Pearson's Correlation Analysis/Correlation Matrix

Variable		Project Success
Democratic Leadership	Pearson Correlation	0.540**
	Sig. (2-tailed)	0.000
Autocratic Leadership	Pearson Correlation	0.405**
	Sig. (2-tailed)	0.000
Transformational Leadership	Pearson Correlation	0.289**
	Sig. (2-tailed)	0.009
Laissez-faire Leadership	Pearson Correlation	0.489**
	Sig. (2-tailed)	0.000
Transactional Leadership	Pearson Correlation	0.341**
	Sig. (2-tailed)	0.002

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

The results in Table 4.3 show that project success is positively correlated with democratic leadership ($r = 0.540$, $p = 0.000$), autocratic leadership ($r = 0.405$, $p = 0.000$), transformational leadership ($r = 0.289$, $p = 0.009$), laissez-faire leadership ($r = 0.489$, $p = 0.000$), and transactional leadership ($r = 0.341$, $p = 0.002$). This means that the respective leadership styles have a significant positive effect on project success. However, the relationship between transformational leadership and project success was found to be weak ($r = 0.289$). Likewise, the relationship between transactional leadership and project success was also found to be weak ($r = 0.341$).

4.3.2 Regression Analysis

The correlation analysis does not provide complete details about the variables. So, in order to further examine and investigate the relationship between leadership styles,

which are independent variables in the current study, and project success (a dependent variable), regression, analysis is performed. Regression analysis helps determine the effect of one variable on another. In this study, to validate the relationship between independent and dependent variables, multiple linear regression was carried out. However, before running the regression model, a researcher has conducted model diagnostics to test the basic assumptions of regression. These are multicollinearity tests, normality of the distribution, linearity of the relationship between the independent and dependent variables, and homoscedasticity, which are shown below:

4.3.2.1 Multicollinearity Test

Multicollinearity refers to the situation in which the independent or predictor variables are highly correlated. In this study, multicollinearity was checked with tolerance and variance inflation factor (VIF) statistics. According to McClelland et al. (2017), a tolerance value less than 0.1 almost certainly describes a serious collinearity problem. On the other hand, Elith et al. (2013) stated that a VIF value greater than 10 is also a concern. In this study, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10, meaning that there is no multicollinearity in the independent variables.

Table 4.4: Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
Democratic Leadership	0.802	1.246
Autocratic Leadership	0.834	1.200
Transformational Leadership	0.947	1.056
Laissez-faire Leadership	0.818	1.222
Transactional Leadership	0.890	1.124

Dependent Variable: Project Success

4.3.2.2 Normality Distribution Test

Regression analyses need the independent variables to be normally distributed. Skewness and kurtosis are statistical tools that can enable us to check if the data is normally distributed or not. Skewness assesses the extent to which a variable's distribution is symmetrical (Hair et al., 2022). On the other hand, kurtosis refers to a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. When both skewness and kurtosis are close to zero, the pattern of responses is considered a normal distribution (George & Mallery, 2016). For this study, the skewness and kurtosis test results are close to zero, and it can be concluded that the data for all variables are normally distributed.

Table 4.5: Normality Test Result

Independent variables	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Democratic Leadership	80	-0.517	0.269	-0.232	0.532
Autocratic Leadership	80	-0.098	0.269	-0.036	0.532
Transformational Leadership	80	-0.013	0.269	-0.313	0.532
Laissez-faire Leadership	80	-0.525	0.269	-0.013	0.532
Transactional Leadership	80	-0.725	0.269	-0.031	0.532

Source: Research data, (2023).

4.3.2.3 Linearity of the relationship test

The linearity test aims to determine whether the relationship between dependent variable and independent variables is linear or not (Yoichi, 2016). If the linear significance value is < 0.05 , a linear relationship is found. For this study, the test shows that the significance value of the dependent variable against each independent variable is less than 0.05. Therefore, it can be concluded that there is a linear relationship between project success (a dependent variable) and each independent variable, as presented in Table 4.5.

Table 4.6: Linearity Test Result

Variables	F	Sig.
Project Success * Democratic Leadership	42.658	0.000
Project Success * Autocratic Leadership	15.113	0.000
Project Success * Transformational Leadership	8.907	0.004
Project Success * Laissez-faire Leadership	25.243	0.000
Project Success * Transactional Leadership	10.774	0.002

Source: Research data, (2023).

4.3.2.4 Homoscedasticity

Homoscedasticity refers to the situation in which the variance of the residual, or error term in a regression model is constant. That is, the error term does not vary much as the value of the predictor variable changes (Astivia & Zumbo, 2019). Homoscedasticity can be identified either through a formal statistical test or through visual inspection of residual or scatter plot. Tabachnick and Fidell (2007) claims that if the variance of the residual is the same of all predicted scores, the scatter plot takes the shape of a rectangular and scores are concentrated in the center (about the 0 point) and distributed in a rectangular pattern along the horizontal line. Based on the scatterplot presented in Figure 4.1, it appears that the sports are concentrated in the center and distributed in a rectangular pattern along the horizontal line. So it can be concluded that the regression model does not have heteroscedasticity problem.

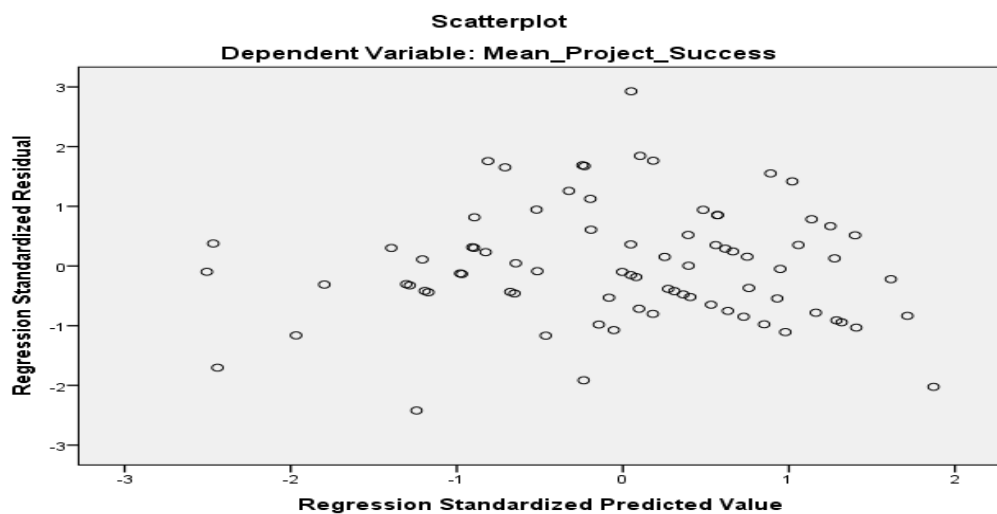


Figure 4.1: Scatter Plot for Homoscedasticity

After a model diagnostic test has been performed and results have found the model to comply with the assumptions of regression, the regression model estimation has been followed to examine the effect of independent variables on dependent variable.

4.3.3 Regression Model Estimation

4.3.3.1 The Effect of Leadership Styles on Project Success

As presented in the objectives of the study in Chapter 1, the study was grounded in five leadership styles, i.e., democratic leadership, autocratic leadership, transformational leadership, laissez-faire leadership, and transactional leadership. Thus, a multiple regression analysis was performed in order to test the effect that the five independent variables (leadership styles) had on the project's success. Subsequently, the five objectives to be tested as shown in Chapter 1 of this study were: (i) to determine the impacts of transactional leadership style on the success of public-funded projects in Liwale district; (ii) to determine the impacts of transformational leadership style on the success of public-funded projects in Liwale district; (iii) to determine the impact of laissez-faire leadership style on the success of public-funded projects in Liwale district; (iv) to determine the impacts of democratic leadership style on the success of public-funded projects in Liwale district; and (v) to determine the impacts of authoritative leadership style on the success of public-funded projects in Tanzania. The results of the analysis are presented in tables 4.7–4.9.

4.3.3.1.1 Model Summary of Multiple Regression Analysis

The correlation coefficient value, $r = .728$, shows that democratic, autocratic, transformational, laissez-faire, and transactional leadership are good predictors of

project success. Moreover, $R^2 = .530$ suggests that 53.0% of the variation in project success is explained by the leadership styles (democratic, autocratic, transformational, laissez-faire, and transactional leadership). This implies that 47.0% is explained by other factors that were not included in the model. This is well summarized in Table 4.7.

Table 4.7: Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.498	.21642

a. **Predictors:** (Constant), transactional leadership, transformational leadership, autocratic leadership, laissez-faire leadership, democratic leadership

4.3.3.1.2 Goodness of Fit Test

The F-test result and the P-value presented in the ANOVA Table 4.8 below shows whether the overall regression model is a good predictor and the probability that this result occurred by chance or not. In this regard, the F-test result is 16.662, with a significance of less than 0.05. This means the probability that those results occur by chance is < 0.05 . This implies that, 95 times out of 100, the estimate will reflect the true population characteristic. And it can be concluded that the overall regression model is significant: $F(5, 74) = 16.662$, $P < 0.05$, $R^2 = 53.0\%$ (that is, the regression model is good to fit the data). Therefore, a significant amount of project success is influenced by conditional leadership styles. In other words, independent variables significantly predict the dependent variable.

Table 4.8: ANOVA^a: Leadership Style as predictor to Project Success

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.902	5	.780	16.662	.000 ^b
Residual	3.466	74	.047		
Total	7.368	79			

a. **Dependent Variable:** Project Success

b. **Predictors:** (Constant), transactional leadership, transformational leadership, autocratic leadership, laissez-faire leadership, democratic leadership

4.3.3.1.3 Multiple Regression Analysis Parameter Estimation Results

Table 4.9 displays the regression model estimation results through which the study established the effect of each predictor variable. Holding all variables at zero will result in a positive project success equal to 1.093 units. In a similar way, reducing all other independent variables to zero, a unit change in democratic leadership will result in 0.061 increases in positive project success. The findings indicate 0.172 increases in the success of the project when all other independent variables are reduced to zero with only a unit change in autocratic leadership, while a unit change in transformational leadership style while holding the rest of the independent variables constant would lead to 0.148 increases in the promising success of the project.

Likewise, reducing all other independent variables to zero, a unit change in laissez-faire leadership will result in 0.173 increases in the positive success of the project. Finally, a unit change in transactional leadership style will yield 0.160 increases in the success of the project when all other predictor variables are held constant at zero. The results also show that the coefficients for each variable are non-zero. This means that all the independent variables affect the response variable. Moreover, since the p-values for democratic leadership style, autocratic leadership style, transformational leadership style, laissez-faire leadership style, and transactional leadership style are less than 0.05, these predictors are significant predictors of project success.

Table 4.9: Multiple Regression Analysis Parameter Estimation Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.093	.364		3.00	.004
Democratic leadership =X ₁	.238	.061	.345	3.88	.000
Autocratic leadership = X ₂	.172	.070	.214	2.45	.016
Transformational leadership =X ₃	.148	.059	.206	2.52	.014
Laissez-faire leadership = X ₄	.173	.060	.255	2.89	.005
Transactional leadership = X ₅	.160	.064	.211	2.49	.015

Dependent Variable: Project Success = Y

To summarize, the equation of the regression equation is defined as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

$$\text{Project Success} = 1.093 + .238X_1 + .172X_2 + .148X_3 + .173X_4 + .160X_5$$

4.4 Discussion of the Findings

This section discussed the findings of the research objectives. It elaborated more on what was presented in the research findings. Also, the study considered what the other study has discussed in relation to the findings of this study.

4.4.1 Effects of Democratic Leadership Style on the Success of Public Funded Projects in Liwale District

The study's first objective sought to determine the effect of democratic leadership style on the success of public-funded projects in Liwale district. According to the study findings, there is a positive and significant correlation ($r = 0.540$, $p = 0.000$) between democratic leadership style and the success of public-funded projects in Liwale district. Also, the coefficient ($\beta = 0.238$, $p = 0.000$) obtained from linear model estimation shows that democratic leadership positively predicts the success of public-funded projects in Liwale district. Since the coefficient of democratic ($\beta =$

0.238) is higher than autocratic ($\beta = 0.172$), transformational ($\beta = 0.148$), laissez-faire ($\beta = 0.173$), and transactional (0.160) leadership styles, it is evident that the public-funded projects in Liwale district that are supervised by leaders who exhibit democratic leadership characteristics perform much better than other public-funded projects that are supervised by autocratic, transformational, laissez-faire, or transactional leadership styles.

The results of democratic leadership were consistent with most of the results of previous studies. The study by Answar and Haider (2015) indicated that a democratic leadership style has a positive impact on project success. The democratic leadership style enables the employees to make decisions and share them with groups and managers. In this type of leadership style, praise and criticism are given objectively, and a sense of responsibility is also developed among the employees (Aga et al., 2016).

According to Miao and Newman (2013), democratic leadership styles promote high morale among workers by giving workers the freedom to exercise their responsibilities and facilitating flexibility in organizations. He further adds that it's this flexibility that employees need, especially where the management is seeking a highly motivated group that can transform the firm's goals into reality, thus contributing to the growth of the organization. In supporting this result an interview with the one of the project leader said that:

Through the encouragement of the project staff to be part of the decision-making process, the leader creates an avenue for the growth of the employee's skills and job satisfaction, and therefore the subsequent success of the project. The leader is also a team player by creating a relationship with the other project staff and

being able to boost employee originality in the expression of ideas.
(Interview with key informant 2, 2023).

4.4.2 Effects of Autocratic Leadership Style on the Success of Public Funded Projects in Liwale District

The study found a significant positive ($r = 0.405$, $p = 0.000$) correlation between autocratic leadership style and the success of public-funded projects in Liwale district. On the side of regression model estimation, it has been found a significant positive effect of autocratic leadership style on the success of the project. The finding concurs with Talukhaba (2014), who found a negative impact of autocratic leadership style on project timelines and cost efficiency performance indicators of construction projects. According to Oke (2012), autocratic leadership is popular with project managers since directing, controlling, and coordinating groups makes it easier to achieve targets. However, an interview with key informant 6 (head of the project), who argued:

The adoption of an autocratic leadership style in an organization can be demaging rather than rewarding in the long run, as it resembles that of a dictator. It may lead to low employee morale, which in turn may lead to attrition in many cases. (Interview with Key Informant 6, 2023).

Also, an interview with key informant 7 (the project advisor) added that:

There are some advantages to autocratic leadership since it leads to quick decision-making, control over the processes and operations of an organization, and subsequent project success. (Interview with Key Informant 7, 2023).

4.4.3 Effects of Transformational Leadership Style on the Success of Public Funded Projects in Liwale District

The present study found a significant positive ($r = 0.289$, $p = .009$) relationship between transformational leadership and the success of public-funded projects in

Liwale district. The results of linear model estimation also confirm the positive and significant ($\beta = .148$, $p = .014$) impact of transformational leadership style on project success. The result agreed with the finding of Khatri et al. (2019), who claim that transformational leadership has a direct as well as indirect positive relationship with project success. In addition, the result is also supported by Borani et al. (2018) and Suding et al. (2017), whose research confirmed that transformational leadership has a positive impact on project success. So, this research supports the existing literature regarding transformational leadership and project success. Essentially, transformational leadership is the ability of leaders to motivate their subordinates to behave up to expectations (Wang & Cao, 2018). In supporting Wang and Cao argument, one of the key informants said that:

To ensure the successful project implementation, the project leaders allow for the delegation of responsibilities, and thus, where the leader allows the subordinates to exercise full control and freedom in carrying out the organization and project activities, this encourages a sense of ownership for their work. This also encourages the employees to take full responsibility for the implementation of their ideas and therefore strive to ensure that they deliver, and as such, the probability of a project success would be high. (Interview with key informant 1, 2023).

4.4.4 Effects of Laissez-faire Leadership Style on the Success of Public Funded Projects in Liwale District

The results also show that laissez-faire leadership styles significantly positively predict the success of public-funded projects in Liwale district. Additionally, the results show a significant positive correlation between laissez-faire leadership and the success of the project. The findings of this study support Bhargavi and Yaseen's (2016) conclusion that laissez-faire leadership has a relationship with project success in the construction industry. According to Igbaekemen and Odivwri (2015), laissez-faire leadership has

advantages for both employees and employers while engaging in performance schedules as long as both share equal responsibilities for meeting work requirements. Laissez-faire leaders have an attitude of trust and reliance on their employees (Larsson et al., 2015). They don't micromanage or get too involved; they don't give too much instruction; instead, laissez-faire leaders let their employees use their resources, creativity, and experience to help them meet their goals (Novo et al., 2017). In supporting this statement, an interview with key informant 9 (the project leader) proposes that:

To enhance laissez-faire leadership in the organization, the leader would hear the employee out and then propose a meeting of the whole team where the matter could be openly discussed. In this way, the leader avoids telling the team how to solve problems, allowing them to sort them out for themselves. (Interview with Key Informant 1, 2023).

4.4.5 Effects of Transactional Leadership Style on the Success of Public Funded Projects in Liwale District

The result from multiple regression analysis revealed that, as a whole model, transactional leadership style has a positive significance ($\beta = 0.160$, $p = 0.015$) effect on the success of public-funded projects in Liwale district. Also, the positive significance ($r = 0.341$, $p = 0.002$) relationship between transactional leadership style and project correlation is not by chance, and this could be caused by the fact that the organization had policies that reflected traits of transactional leadership style. The presence of bonuses and rewards in the organization gave the subordinates expectations of what they would receive if they met certain standards, which boosted the induction of performance.

Studies by Steyn et al. (2018) have indicated that transactional leadership styles help boost performance in an organization and subsequent project success. Also, the

previous studies conducted by Aigbavboa et al. (2015) and Tyssen et al. (2014) suggest that transactional style may have a positive correlation as well as a significant effect on project success; however, transactional leaders work best with employees who know their jobs and are motivated by the reward-penalty system. In the case of ongoing projects in Liwale district, project staff feel that leaders need to inspire and motivate rather than direct. This finding is also supported by the key informant (head of the project) during an interview, who stated that:

The possible reason for project success is the presence of bonuses and rewards in the organization that boost the morale of project and program officers to achieve these goals. (Interview with key Informant 4, 2023).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter summarizes the research findings and draws conclusions from the study derived from the findings. The conclusion contains short answers to the research questions posed in Chapter 1 based on the findings. The chapter ends with recommendations and further studies.

5.2 Summary of Findings

The main objective of this study was to examine the effect of leadership styles on the success of public-funded projects in Liwale district. The study was focused on five leadership styles: democratic, autocratic, transformational, laissez-faire, and transactional. The study adopted a cross-sectional design and a case study research design, along with both quantitative and qualitative research approaches. As the population size is limited, the researcher has employed a census survey to select 92 non-managerial members.

Also, the purposive sampling method was employed to select nine managerial members. A self-administered questionnaire and interview guide were used to gather data. The collected quantitative data were analyzed using multiple linear regression aided by SPSS software, while the qualitative data were analyzed through thematic methods. Frequency and percentage were used to present results from descriptive statistics, whereas multiple linear regression from inferential statistics was used to determine the effect of independent variables on the dependent variable. Also, word quotation was used to present the results obtained from qualitative analysis.

Findings of the study found that there exists a positive and significant correlation between leadership styles (democratic, autocratic, transformational, laissez-faire, and transactional) and the success of public-funded projects in Liwale district. Also, the result obtained from linear model estimation shows that the leadership styles employed in the study have a positive impact on the success of public-funded projects in Liwale district. However, considering the coefficient estimate of linear regression, it is evident that democratic leadership style ($\beta = 0.238$, $p = 0.000$) has a higher impact on the success of funded projects in Liwale district compared to other leadership styles because their coefficient estimates of linear regression are less than the coefficient estimate of democratic leadership style.

5.3 Conclusion

This section provides the conclusion of the study findings based on specific objectives.

5.3.1 Effects of Democratic Leadership Style on the Success of Public Funded Projects in Liwale District

Findings revealed that there exists a positive and significant impact of democratic leadership style on the success of the project in Liwale district. The use of democratic principles such as shared decision-making, team collaboration, high emphasis on performance and people, delegation, and two-way communication therefore has a positive influence on project success. The responses from the interviews conducted were supportive of the responses from the questionnaires. The researcher therefore concludes that, to a great extent, the use of democratic leadership styles positively affects project success in Liwale district.

5.3.2 Effects of Autocratic Leadership Style on the Success of Public Funded Projects in Liwale District

Findings from the study revealed that there is a positive relationship between the autocratic style of leadership and project success in Liwale district. The study also established that the autocratic style of leadership has a positive effect on project success in Liwale district. The study therefore concluded that the application of autocratic leadership principles such as team member knowledge sharing, team participation, close supervision, centralized decision-making, and emphasis on performance can lead to project success.

5.3.3 Effects of Transformational Leadership Style on the Success of Public Funded Projects in Liwale District

The findings showed a significant positive relationship between transformational leadership and the success of public-funded projects in Liwale district. On the other hand, the results of the linear model estimation found that transformational leadership style has an impact on project success. The study therefore concluded that the use of transformational leadership styles such as maintaining moral and ethical standards, having confidence, emphasizing collective mission, and being aware of important issues can have a positive impact on project success in Liwale district.

5.3.4 Effects of Laissez-faire Leadership Style on the Success of Public Funded Projects in Liwale District

Findings from this study indicate a positive relationship between the laissez-faire leadership style and public-funded project success in Liwale district. The study concludes that the laissez-faire leadership style has an effect on the success of

public-funded projects. The study further concluded that the success of a project can also be influenced by the application of some factors of the laissez-faire style, such as emphasis on performance and people, freedom of action for subordinates, communication mechanisms, and delegation of decision-making. Thus, adopting this kind of style may work in a project setting.

5.3.5 The Impacts of Transactional Leadership Style on the Success of Public Funded Projects in Liwale District

The findings exhibited a significant positive relationship between transactional leadership and the success of public-funded projects in Liwale district. Also, based on the regression results, the study concluded that transactional leadership style has an impact on project success. The study further explained that the use of various components of transactional leadership style, such as rewards for achievements, preventing mistakes, tracking mistakes, avoiding delayed responses, reacting to problems if serious, and participation, can have a positive impact on project success in Liwale district.

5.4 Implication of the Results

5.4.1 Implication for Policy Makers

Since the study found that, leadership styles has significant effects on the success of public funded project, therefore, it is important for policy makers to emphasize leadership style effectively so as to have a positive impact on project success and performance. Meanwhile, the findings of the study will assist policy makers in the field of project management in designing policies with an aim of improving project leadership, as they will be enlightened on how leadership affects project success.

5.4.2 Implication for Industry

The results of this study may be beneficial to any organization toward the success and performance of a project. One or more leadership styles may be required for successful project performance outcomes. The results of this study may provide insight to senior management about the leadership behaviors that contribute to project success. The study can serve as a blueprint to determine the leadership styles best suited for public-funded projects. Although focused on public projects funded by the government, the study can apply to a wide range of agencies, fields, and industries using projects worldwide.

5.4.3 Implication for Academics

The current study shows acceptance of the practical and theoretical implications of leadership styles in public-funded projects. It highlights the importance of leadership (project managers) in projects; leadership styles are more significant as they motivate employees towards project success. Overall, the results from these relationships between leadership styles and project success have been contributed to the literature as unique research and can be analyzed in the future for fruitful outcomes.

5.5 Recommendations for Action

The results of this research study provided intuition on the effect of democratic, autocratic, transformational, laissez-faire, and transactional leadership styles on the performance of public-funded projects in Liwale district. Based on the results, it indicated that democratic leadership would lead to project success compared to other leadership styles. The researcher therefore recommends that leaders should continue

to employ democratic principles of leadership within a setting in order to realize successful project outcomes. Projects have stringent performance targets and deadlines.

Leaders cannot attain these targets single-headedly; they need a motivated team from the very start. The democratic style of leadership should therefore be employed from the initiation stages of the project, when teams are still going through the various stages of formation. In line with this, leaders should understand their subordinates better in order to provide guidance and assistance in completing any task or job. On top of that, leaders must always let the subordinates give their input and ideas in the decision-making process, as this will build a positive relationship between leaders and subordinates. Also, the projects should invest in the development of leaders to enable them to adapt to this style of leadership.

The practice of laissez-faire leadership was also found to lead to the success of public funding in Liwale district next to democratic leadership style. Under this type of leadership, leaders are more open to providing freedom to their employees. Based on the survey conducted, results show that if the subordinates were given the freedom to work their own way in solving problems, this situation would lead to project success. For laissez-faire leadership to work effectively, subordinates or employees must be equipped with the right skills and knowledge. Hence, a company or organization can develop a mentoring program for the employee or send them for training to ensure they can gather more skills and knowledge in their job area.

Although an adoption of an autocratic leadership style in an organization can be damaging rather than rewarding in the long run, it has some advantages as it leads to

quick decision-making, control over the processes and operations of the organization, and subsequent project success. With respect to this study, autocratic leadership styles were found to perform better in the success of public-funded projects in Liwale district than democratic and laissez-faire leadership styles. However, to improve the performance of this leadership style, leaders must develop strategies to improve communication and good relationships with employees so that organizational objectives can be achieved.

The study also recommended that project leaders should use transformational and transactional leadership styles, despite their slight effect on the success of public-funded projects in Liwale district. Transformational leadership style allows for the delegation of responsibilities, and thus, where the leader allows the subordinates to exercise full control and freedom in carrying out the organization and project activities, this encourages a sense of ownership for their work. On the other hand, transactional leadership style boosts the morale of project and program officers to achieve the organization or project goals because of the presence of bonuses and rewards for the employees.

Regarding the above recommendation to each and every leadership explained in this study, the researcher further recommended that project leaders use a mix of styles depending on the situation at hand. A project goes through various phases, which include the initiation, execution, and close-out phases. During the initiation of a project, the researcher recommends that project leaders use a more democratic style to allow teams to form. However, if during the initiation stage there are situations that warrant the use of the autocratic style, for instance, issues of compliance with

rules and regulations, the leader can vary the democratic style with the autocratic style because there are no two ways rules are concerned. During the execution phase, which requires the use of many skills, knowledge, and technologies, the researcher may use transformational or transactional methods. And finally, during the phase-out period, the project may adopt a laissez-faire leadership style since it allows their workers to use their resources, creativity, and experience to help them meet their goals.

5.6 Suggestions for Further Study

Since this study focused on the effect of leadership styles as factors on the success of public-funded projects in Liwale district, future studies should be carried out to establish the other factors apart from leadership styles that are attributed to affecting the success of public-funded projects in Liwale district. Also, the study focused on the performance of projects funded by the public; the study suggests that future studies should focus on the private sector. Moreover, the study was based on employees' perspectives, where the respondents were drawn from the organization only; therefore, it is recommended that future studies should draw samples from the beneficiary perspective.

5.7 Limitation of the Study

This academic research achieved its objectives; however, the major limitation of this study was that it covered only one government project, and the findings cannot be generalized to other government projects and private sectors regarding the contribution regarding the effect of leadership on project performance. Also, the respondents approached were reluctant to give information, fearing that the

information would be used to intimidate them or create a negative image of them or the organization. Some respondents had a negative attitude and were unwilling to fill out the questionnaires. However, the researcher obtained an introductory letter from the university that assured the respondents that their information would be used for academic purposes only. In addition, the researcher shared a confidentiality statement with the respondents.

Moreover, employees involved in project implementation operate on tight schedules; respondents are not able to complete the questionnaire in good time, which might extend the data collection period. To mitigate this limitation, the researcher persuaded targeted respondents to fill out and return the Questionnaires.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR COMMITTEE MEMBERS, PROJECT AND PROGRAM OFFICERS

SECTION A: INTRODUCTION

Dear Respondent,

My name is Moses Mgallah, I am a postgraduate student of the Open University of Tanzania pursuing a Master of Masters of Project Management. I am conducting a study on *"Assessing the Impacts of Leadership Styles on the Success of Public Funded Projects in Tanzania: A Case Study of Liwale District"*. I kindly request that you provide me with information. All information provided will be treated with extreme confidentiality and used for academic purposes only.

You are kindly requested to complete the attached questionnaire.

Thank you.

SECTION B: DEMOGRAPHIC INFORMATION

Please circle to indicate your opinion on each of the statements

1. What is your gender?
 - a. Male
 - b. Female

2. What is your highest level of education?
 - a. Masters
 - b. Bachelor's Degree
 - c. Post Graduate
 - d. Diploma

- e. Others (specify)
3. How long have you been working with projects?
- a. Less than 2 years
 - b. 2-4 years
 - c. 5 – 7 years
 - d. 8 – 10 years
 - e. Over 10 years.
4. Age bracket of respondent
- a. 21 – 30 years
 - b. 31 – 40 years
 - c. 40 – 50 years
 - d. Over 50 years
5. Position in the organization
- a. Programme Officer
 - b. Project Officer
 - c. Other (Specify)

SECTION C: LEADERSHIP STYLES AND PROJECT SUCCESS

The statements below describe the behaviors that help assess leadership style inclinations. When you read the statement think of typical situations either in your current project and how your leader reacts. It is important that you provide sincere feedback. All individual responses are 100% confidential.

Your answers will range from 1 – Strongly Disagree to 5 - Strongly Agree.

Strongly Disagree (SD)-1, Disagree (DA)-2, Not Sure (NS)-3, Agree (A)-4, Strongly

Agree (SA)-5.

Please mark or circle the number that corresponds to your response.

S/N	Statements	SD	DA	NS	A	SA
	DEMOCRATIC STYLE	1	2	3	4	5
	My team leader encourages dialogue					
	My team leader encourages communication to the team.					
	My team leader welcomes feedback					
	My team leader is fair with subordinates					
	My team leader is approachable					
	My team leader meets with staff regularly to discuss their needs					
	AUTOCRATIC STYLE					
	Accepts accountability for actions taken					
	Understands the value of team work					
	Demonstrates each task involved in doing the job					
	Utilizes chain of command					
	Sets clear codes of acceptable conduct and takes actions against breaches of them					
	Celebrates and rewards individual and team achievements					
	TRANSFORMATIONAL					
	Sensitive to the political pressures that elected members face; understands the political dynamics of the leading group; can work with elected member to achieve results					
	Decisive when required; prepared to take difficult decisions; self-confident; resilient to setback					
	Trusts me to take decision/initiatives on important issues; delegates effectively; enables me to use my potential					
	Accessible to staff at all levels; keeps in touch using face-to-face communication					
	Defines boundaries of responsibility; involves staff when making decisions; keeps people informed of what is going on					
	Encourages the questioning of traditional approaches to the job; encourages people to think of wholly new approaches/solutions to problems; encourages strategic, rather than short-term thinking					
	LAISSEZ FAIRE STYLE					
	Gives employees as much freedom as possible to determine goals, make decisions and resolve problems					
	Spends most of his time outside the project premises Does					
	Hardly takes any disciplinary action against any body					
	Is absent from work when needed					
	Gives us tasks and leaves us to accomplish them in the best way we wish					
	Our leader avoids getting involved when issues arise					

S/N	Statements	SD	DA	NS	A	SA
	TRASACTIONAL					
	Action is taken when mistakes are made					
	Employees are reminded of what they will receive if they do what is needed					
	There is a reinforcement of the link between achieving goals and obtaining goals					
	Leadership focuses attention on any irregularities from what is expected					
	Any deviations from the expected is given attention					
	There is talk subordinates about special promotions for good work					

SECTION D: SUCCESS OF PROJECTS STATEMENT

S/N	Statements	SD	DA	NS	A	SA
	A project is successful and completed within time.					
	A project finished within budget					
	Met planned quality standards					
	Met safety standards					
	Activities carried out as scheduled					
	Cost effectiveness of work					
	The project satisfies the needs of users					
	Project achieved its purpose					
	Met government objectives					

APPENDIX II: INTERVIEW GUIDE INTERVIEW GUIDE FOR SELECTED HEADS OF PROJECTS

SECTION A: LEADERSHIP STYLE

1. As a leader how are decisions arrived at within your project? Please give details
2. How do you normally ensure that the needs of the project you head are met? Please provide details.
3. When a problem arises in this project how do you go about resolving it?
4. How often do you hold meetings in your department / project? Are you often able to attend these meetings or not? Give details

SECTION B: PROJECT SUCCESS

1. What contributed towards the successful implementation of those projects? Explain
2. Were these projects implemented to your satisfaction in terms of time, cost and budget?
3. Do you think the style a leader adopts contributes towards the success of a project?
4. From the average score above indicate how your leadership style has contributed to the performance of the project you led or are leading?
5. In your view, what other factors contribute towards project success?
6. In you project, have there been any efforts undertaken to improve leadership among project leaders? Please provide details.

Thanks a lot for your response

APPENDIX III: SPSS ANALYSIS OUTPUT

A: TESTS RESULTS FOR RELIABILITY

Reliability Statistics for Democratic Leadership

Cronbach's Alpha	N of Items
.81	6

Reliability Statistics for Autocratic Leadership

Cronbach's Alpha	N of Items
.78	6

Reliability Statistics for Transformational Leadership

Cronbach's Alpha	N of Items
.76	6

Reliability Statistics for Laissez faire Leadership

Cronbach's Alpha	N of Items
.79	6

Reliability Statistics for Laissez faire Leadership

Cronbach's Alpha	N of Items
.83	6

Reliability Statistics for Laissez faire Leadership

Cronbach's Alpha	N of Items
.87	9

B: TEST RESULT FOR CORRELATION ANALYSIS

Pearson's Correlation Analysis/Correlation Matrix

		Project Success
Democratic Leadership	Pearson Correlation	.540 ^{**}
	Sig. (2-tailed)	.000
	N	80
Autocratic Leadership	Pearson Correlation	.405 ^{**}
	Sig. (2-tailed)	.000
	N	80
Transformational Leadership	Pearson Correlation	.289 ^{**}
	Sig. (2-tailed)	.009
	N	80
Laissezfaire Leadership	Pearson Correlation	.489 ^{**}
	Sig. (2-tailed)	.000
	N	80
Trasactional Leadership	Pearson Correlation	.341 ^{**}
	Sig. (2-tailed)	.002
	N	80
Project Success	Pearson Correlation	1
	Sig. (2-tailed)	
	N	80

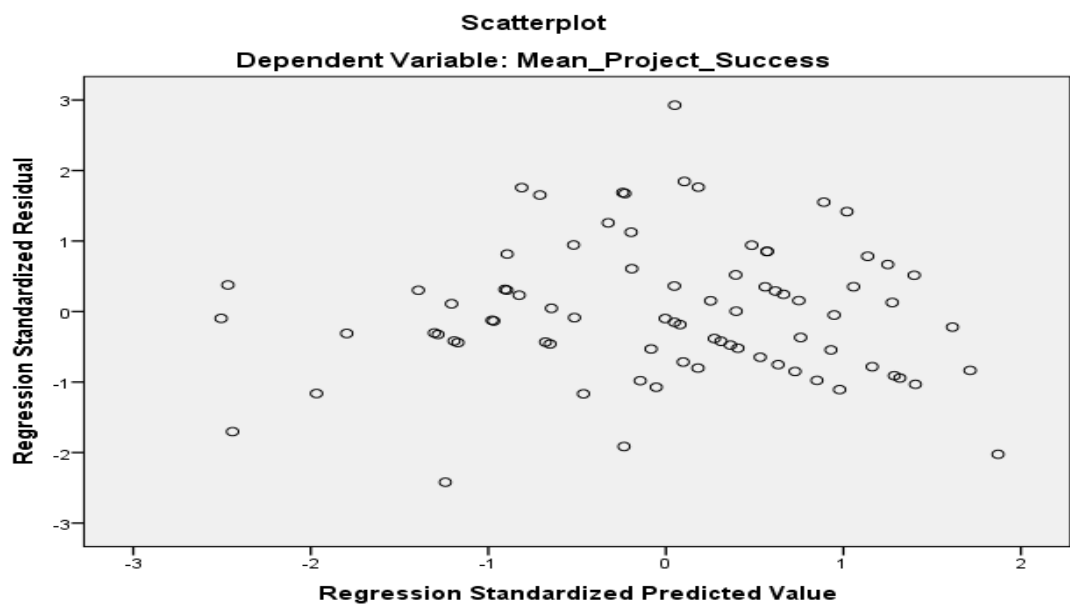
C: REGRESSION MODEL DIGNOSTIC RESULTS**Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Democratic Leadership	.802	1.246
Autocratic Leadership	.834	1.200
Transformational Leadership	.947	1.056
Laissezfaire Leadership	.818	1.222
Trasactional Leadership	.890	1.124

Kurtosis & Skewness test result for normality

	Democratic Leadership	Autocratic Leadership	Transformational Leadership	Laissezfaire Leadership	Trasactional Leadership
Skewness	-.517	-.098	-.013	-.525	-.725
Std. Error of Skewness	.269	.269	.269	.269	.269
Kurtosis	-.232	-.036	-.313	-.013	-.031
Std. Error of Kurtosis	.532	.532	.532	.532	.532

Homoscedasticity Test Result



D: MODEL SUMMARY

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.498	.21642

a. Predictors: (Constant), Trasactional Leadership, Transformational Leadership, Autocratic Leadership, Laissezfaire Leadership, Democratic Leadership

E: ANOVA TABLE INDICATING MODEL GOODNESS OF FIT**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.902	5	.780	16.662	.000 ^b
Residual	3.466	74	.047		
Total	7.368	79			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Transactional Leadership, Transformational Leadership, Autocratic Leadership, Laissezfaire Leadership, Democratic Leadership

F: MULTIPLE REGRESSION MODEL ESTIMATION RESULTS**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.093	.364		3.001	.004
Democratic Leadership	.238	.061	.345	3.881	.000
Autocratic Leadership	.172	.070	.214	2.454	.016
1 Transformational Leadership	.148	.059	.206	2.517	.014
Laissezfaire Leadership	.173	.060	.255	2.888	.005
Transactional Leadership	.160	.064	.211	2.499	.015

a. Dependent Variable: Project Success

APPENDIX IV: Permission Letter from the Open University of Tanzania

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202186241

29th September, 2023

District Executive Director (DED),
Liwale District Council,
P.O.Box 23,
LINDI.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. MOSES A. MGALLAH, REG NO: PG202186241

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

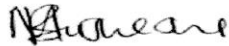
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Moses A. Mgallah, Reg.**

No: PG202186241), pursuing Master of Project Management (MPM). We here by grant this clearance to conduct a research titled “Assessing the Impacts of Leadership Styles on the Success of Public Funded Projects in Tanzania: A Case Study of Liwale District”. He will collect his data at your area from 02rd October to 16th November 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**



**UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT**



LIWALE DISTRICT COUNCIL

(All correspondences should be addressed to District Executive Director)

TEL No: 023-2937043
FAX No: 023-2937043
Email: ded@liwaledc.go.tz

P.O. Box 23,
LIWALE.

Ref. No. LW/DC/G.10/5.100

2, October, 2023

Director of Research,
The Open University of Tanzania
P. O. Box 23409,
DAR ES SALAAM.

REF: RESEARCH CLEARANCE

Please refer to your letter with Ref.No OUT/PG202186241 dated 29th September, 2023, bearing the above heading.

I am informing you that Liwale District Council is ready to provide a research clearance on "Assessing the impact of Leadership styles on the success of public funded project in Tanzania" for your students.

Field attachment is scheduled to start from 02nd October to 16th November 2023.

Therefore, you are requested to remind your student Moses A. Mgallah to come with this letter and report to the District Executive Director (DED) at Liwale District.

Justinus Angelo Kahabuka

**For: DISTRICT EXECUTIVE DIRECTOR,
LIWALE**

**DISTRICT EXECUTIVE DIRECTOR
LIWALE**