

**THE ROLE OF LEADERSHIP STYLES ON PROJECT SUCCESS OF NGOS.
A CASE OF ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION -
ARUSHA REGION**

FRIDA ELLY NGOLE

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled: “*The Role of Leadership Styles on Project Success of NGOs. A Case of Elizabeth Glaser Pediatric Aids Foundation - Arusha Region*” in fulfilment of the requirements for the Degree of Master of Project Management of the Open University of Tanzania.

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.....

Date

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DECLARATION

I, **Frida Elly Ngole**, 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 originaline. It is hereby presented in partial fulfilment of the requirements for the degree of Master of Project Management of The Open University of Tanzania.



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Signature

.....

Date

DEDICATION

I dedicate this work to my Almighty God who gave me strength, energy, good health and knowledge towards completing this course despite the ups and downs I faced during the study period.

ACKNOWLEDGEMENT

I thank my Almighty God for giving me strength and energy towards completion of this research work. Many individuals have contributed directly and indirectly towards the successful completion of this research work to whom I am owed. I owe great gratitude to my supervisor, Dr. Lilian Joseph Macha for her tireless technical support and encouragement that made the production of this dissertation possible. I pray that God give her strength and Good health as she continue to serve other students.

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ABSTRACT

This study examined the role of leadership styles on project success of NGOs. A case study of Elizabeth Glaser Paediatric Aids Foundation in Arusha. Specifically, to determine the effect of authoritarian on project success, to examine the influence of democratic leadership in project success, to determine the effect of laissez-taizeon project success of Elizabeth Glaser paediatric AIDS Foundation, to examine the effect of bureaucratic on project success of Elizabeth Glaser paediatric AIDS foundation. This study adopted cross-section research design. The study involved a total of 100 respondents, comprising of all members and employees of EGPAF from the Arusha District Councils. The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their leaders do focus on the tasks that they have in their daily activities. Employees have accepted that the flow of information and communication is of both sides that they are free to speak to the management of their organisation and have a right to be heard. The study implies that having leaders in an organisation which can ensure all workers are focusing on the duties that they are given are more likely to increase the project success in the organisation. Leaders should be an example to the organisation and to all employees in tames of the behaviour that they have and how they conduct their daily activities in the organisation therefor the study recommends that employees and leaders should ensure to be more communication, in order to become closer relationship.

Keywords: *Authoritarian, Democratic leadership, Laissez-taize, Bureaucracy, project success*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Chapter Overview	1
1.2 Background of the Study.....	1
1.3 Statement of the Problem	5
1.4 Research objectives	6
1.4.1 General objective.....	6
1.4.2 Specific Objectives.....	6
1.5 Hypotheses	6
1.6 Justification of the Study.....	7
1.7 Scope of the Study.....	8
1.8 Organization of the Study	8
CHAPTER TWO	9
LITERATURE REVIEW.....	9

2.1	Introduction	9
2.2	Definition of Key Concepts.....	9
2.2.1	Leadership	9
2.2.2	Autocratic Leadership	9
2.2.3	Laissez – Faire Leadership.....	10
2.2.4	Democratic Leadership Style	10
2.2.5	Transformational Style	11
2.2.6	Bureaucratic Leadership.....	11
2.2.7	Project Success	12
2.3	Theoretical Literature Review.....	12
2.3.1	The Leadership Theories	13
2.4	Empirical Literature Review	15
2.5	Research Gap.....	18
2.6	Conceptual Framework	18
	CHAPTER THREE	20
	RESEARCH METHODOLOGY	20
3.1	Introduction	20
3.2	Research Design	20
3.3	Research Philosophy	20
3.4	Research Approach	21
3.5	Description of the Study Area	21
3.6	Sampling Procedures.....	22
3.6.1	Sampling Population	22
3.6.2	Sample Size	22

3.6.3	Sampling Techniques	23
3.7	Types and Sources of Data.....	23
3.8	Data Collection Techniques	23
3.8.1	Survey.....	23
3.9	Data Analysis	24
3.10	Data Validity and Reliability.....	25
3.10.1	Data Validity	25
3.10.2	Data Reliability	26
3.11	Test for Heteroscedasticity and Multicollinearity	26
3.11.1	Test for Heteroscedasticity.....	26
3.11.2	Test for Multicollinearity	27
3.12	Pilot Results.....	27
3.13	Ethical Considerations.....	28
	CHAPTER FOUR.....	29
	FINDINGS	29
4.1	Introduction	29
4.2	Response Rate	29
4.3	Demographic Characteristics of the Respondents.....	30
4.3.1	Distribution of Respondents by Age	30
4.3.2	Gender of Respondents	31
4.3.3	Education Level.....	32
4.4	Authoritarian in Project Success	33
4.5	Democratic Leadership in Project Success	38
4.6	Laisser-Faizeon in Project Success	42

4.7	Bureaucratic Leadership in Project Success.....	47
CHAPTER FIVE.....		52
DISCUSSION OF FINDINGS		52
5.1	Chapter Overview	52
5.2	Authoritarian in Project Success	52
5.3	Democratic Leadership in Project Success	53
5.4	Laisser-Faizeon in Project Success	54
5.5	Bureaucratic Leadership in Project Success.....	55
5.6	Chapter Summary.....	56
CHAPTER SIX		57
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....		57
6.1	Introduction	57
6.2	Summary of the Study.....	57
6.2.1	Authoritarian in Project Success	57
6.2.2	Democratic Leadership in Project Success	58
6.2.3	Laisser-Faizeon in Project Success	58
6.2.4	Bureaucratic Leadership in Project Success.....	59
6.3	Conclusions	60
6.4	Recommendations	62
6.5	Suggestion for Further Areas of Studies	64
REFERENCES.....		65
APPENDICES		74

LIST OF TABLES

Table 3.1: Reliability statistics	26
Table 3.2: Levene's test	26
Table 3.3: Test for multicollinearity.....	27
Table 4.1: Response rate (n = 98).....	30
Table 4.2: Authoritarian in project success	33
Table 4.3: Authoritarian on project success	38
Table 4.4: Democratic leadership in project success.....	40
Table 4.5: Democratic leadership in project success.....	42
Table 4.6: Laisser-faizeon in project success	44
Table 4.7: Laisser-faizeon in project success	47
Table 4.8: Bureaucratic leadership in project success findings;.....	48
Table 4.9: Bureaucratic leadership on project success.....	51

LIST OF FIGURES

Figure 2.1: Conceptual framework for the study..... 19

Figure 4.1: Distribution of respondents by age (n = 98)..... 30

Figure 4.2: Distribution of respondents by Gender (n = 98) 31

Figure 4.3: Distribution of respondents by education level (n = 98)..... 32

LIST OF ABBREVIATIONS

AIDS	Acquired Immuno-Deficiency Syndrome
EGPAF	Elizabeth Glaser paediatric AIDS Foundation
HIV	Human Immunodeficiency Virus
NGO	Non – Governmental Organisation
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This is an introductory chapter. It provides the background of the study, statement of the problem, research objectives, research questions, significance of the study, scope and limitation of the study and organization of the study.

1.2 Background of the Study

Many businesses fail to reach their objectives due to their setter's inability to put their business strategies into action. It is not sufficient to develop and communicate a strategy (Freifeld, 2016). Effective leadership and implementation are essential for it to be fully realized. When it comes to executing a strategy, many businesses find themselves stalled at the implementation stage (Abou-Moghli, 2015).

The obstacles that modern organizations face in justifying their existence on a global scale are numerous (Ali, 2012). Keeping up with competitors, increasing shareholder value, and sustainability are a few of these difficulties (Cabeza-Erikson, Edwards & Van Brabant, 2018). Whatever their goals may be, these organizations take part in and carry out a variety of efforts to get there (Du Plessis, 2017). Organizations frequently struggle to obtain the leadership and talents necessary to produce the needed results in order to accomplish these goals (Freifeld, 2016). For instance, in the current mobile telecommunications industry, South Africa offers cellular and internet services, as well as other cutting-edge amenities to urban regions. Cellular

communications were first made possible by the South African telecommunications network 20 years ago, and the cellular sector is still expanding and advancing technology daily (Lee, Gillespie, Mann and Wearing, 2019). There are currently five cellular service providers operating in this cutthroat market.

The presence of numerous leadership issues in South Africa has forced the current generation of leaders in all spheres of society, and the construction sector in particular, to either reinvent them or make way for new leaders (Lee, 2013). Additionally, effective leadership helps any nation-state get through difficult times and furthers the development of business organizations. It also helps businesses accomplish their goals. In the construction sector, where success is determined by completing projects as scheduled and on budget, leadership is even more crucial.

On the other hand, the consequences of a lack of leadership are just as devastating. Organizations lose their direction, move too slowly, and stagnate when they lack leadership. Therefore, it's critical to comprehend how leaders shape behavior, alter the course of events, and overcome challenges. For the project to be successful, it is also essential to comprehend their leadership styles. As a result, according to Ogunlana (2019), the success of a construction project depends on a number of variables, including the project leaders' personalities, traits, talents, and leadership styles. All of these have a big impact on how building projects turn out (Bass & Avolio, 2014). According to Muller and Turner (2017), it is becoming more widely acknowledged that various project types call for various approaches to management

and leadership, as well as management practices that are suited to the requirements of the particular project.

The four fundamental management functions planning, organizing, leading, and controlling must be used by construction enterprises in East Africa. These skills are necessary for project managers to successfully manage projects. Project managers are one of the most critical success criteria for projects, according to research in construction management. To the extent of measuring cost savings of up to 10% achieved by a qualified manager (Malloch, & Melnyk, 2019). Despite the fact that there is a ton of literature and study in other industries, the leadership difficulties in the construction industry have received little attention (Ali, 2012). According to Ejimabo, (2015), the absence of leadership-related studies in the construction industry is a result of both social scientists' and individuals in the sector's lack of awareness of the social sciences (Jones & Rudd, 2017). Researchers have emphasized the significance of leadership styles and made numerous recommendations regarding the traits, skills, and abilities that can be useful in the construction sector. Hackman and Wageman emphasize the need of good leadership and highlight the competencies necessary for good project managers (Iqbal, Anwar, & Haider, 2015). Construction managers have to wear several hats under many conditions, so the study of leadership style and its efficacy in project management is particularly pertinent to the sector.

According to Atkinson & Mackenzie, (2015), Tanzanian construction managers initially adopted a supporting style throughout the feasibility study and pre-contract

phases of the work before switching to a directive style as the project moved forward. Numerous studies have been done in the past that show a correlation between the leadership styles used and the success of the project, despite the fact that it is very difficult to demonstrate the cause-and-effect relationship between a specific leadership style and the project's efficacy. In the feasibility study and pre-contract phases of the work, Tanzanian construction managers first employed a supporting style, according to Friedman, (2017). However, as the project advanced, they switched to a directive style. Despite the fact that it is exceedingly challenging to prove a cause-and-effect relationship between a particular leadership style and the project's effectiveness, many studies have been conducted in the past that show a correlation between the leadership styles used and the success of the project. Walker defines leadership as the way that project managers carry themselves in their roles to get the best performance out of the people they are managing (Gilley, Dixon & Gilley, 2018).

According to a large portion of the project management literature, the success of projects is dependent on a variety of crucial variables that are hard to measure, standardize, and are present in different amounts across projects (Hurduzue, 2015). There are also concerns regarding whether leadership is essential for achieving high-level project performance at the same time (Ganta and Manukonda, 2014). There is a need for more research to determine the impact of leadership on the performance of building projects, according to the mixed research findings of the various researchers (Jayasingam, & Cheng, 2019). Keywords: Project leadership, Team work, Project success.

1.3 Statement of the Problem

According to the Project Management Body of Knowledge (PMBOK, 2019), a project is said to be underperforming if it hasn't provided what was expected in terms of cost, quality, and timeline. Benjamin, (2015). claims that despite improvements in project management techniques, many projects still perform poorly for a variety of reasons, including: ineffective leadership, low motivation, and others. Numerous other studies, including Anbazhagan and Kotur, (2018), Babatunde, (2015), Project Management Institute Report (PMI, 2018), and Hoch, Pearce and Welzel (2010), found that underperformance, performance decline, or outright project failure occur all over the world. Climate, changes in design during construction, and slow government payments all influence the timely completion of construction projects in Tanzania. Even while the government expedites payments, carefully monitors the weather in project areas, and hires consultants to manage road construction projects on its behalf to increase efficiency, most road projects continue to take longer than expected to complete. The subject of "what leadership role do project managers play in delayed completion of construction projects?" has been raised as a result of the ongoing delay in finishing road projects. Inconsistent results were obtained from an analysis of the current literature on project performance and the function of leadership. For instance, despite the fact that transformational leadership was found to be a predictor of project performance in several studies (Ansari, Ahmad, & Aafaqi, 2019), Schein, (2019) found no evidence of a significant relationship between transformational leadership style and project performance. Additionally, Lorenzoni, Nicholson-Cole, & Whitmarsh, (2017) have discovered a strong correlation between the leadership style of the project manager and the success of the

project. Furthermore, Azzam, (2016) discovered that some project characteristics, such as technical complexity and project size, have no bearing on project performance, in contrast to Park, Song, Yoon, Kim, (2016) findings that project characteristics moderate the relationship between teamwork and project performance.

1.4 Research objectives

1.4.1 General objective

The general objective of this study was to analyse the influence of leadership style on project success of Elizabeth Glaser paediatric AIDS foundation NGO

1.4.2 Specific Objectives

The specific objectives of study are;

- i) To determine the effect of authoritarian on project success of an NGO – Elizabeth Glaser paediatric AIDS Foundation
- ii) To examine the influence of democratic leadership in project success of Elizabeth Glaser paediatric AIDS Foundation NGO
- iii) To determine the effect of laissez-taizeon project success of Elizabeth Glaser paediatric AIDS Foundation NGO
- iv) To examine the effect of bureaucratic on project success of Elizabeth Glaser paediatric AIDS foundation NGO.

1.5 Hypotheses

- i) H_{A1} : Authoritarian has no significant contribution on project success of an NGO – Elizabeth Glaser paediatric AIDS Foundation,

- ii) H_{A2}: Democratic leadership has no significant effect on project success of NGOs -Elizabeth Glaser paediatric AIDS foundation,
- iii) H_{A3}: Laissez-taize has no significant effect on project success of an NGO - Elizabeth Glaser paediatric AIDS Foundation,
- iv) H_{A4}: Bureaucracy has no significant effect on project success of an NGO - Elizabeth Glaser paediatric AIDS Foundation,

1.6 Justification of the Study

The results of this study is going to contribute to our understanding of how leadership style can affect project successes. The study as well is providing greater understanding of non-profit organizations and other businesses in terms of leadership style and the capacity to assess project success. Additionally, the study's conclusion persuades managers to implement strong leadership and project management by taking into account the leadership style that inspires the success of the project. The research's findings incorporates into a body of literature on the topics of project succession and leadership style for academic purposes in universities and higher education institutions. The study also will assist managers in various organizations in improving their leadership style skills. According to the Tanzania Development Vision 2025, which aims to ensure that its citizens are empowered with the capacity to hold their leaders and public servants accountable, Tanzania values good governance and the rule of law in the process of generating wealth and dispersing benefits throughout the society. By 2025, effective suppression of corruption and other social vices should be possible thanks to strong governance that should have permeated the nation's socio-economic framework.

1.7 Scope of the Study

This study was conducted in Elizabeth Glaser Pediatric AIDS Foundation, Arusha. The basis for the researcher to select Elizabeth Glaser Pediatric AIDS Foundation because in 2020 and beyond, EGPAF leveraged their core expertise in service delivery, capacity building, research and advocacy to comprehensively address an evolving HIV and AIDS epidemic, and through their presence on the ground and on the global stage, they advocated for the health and well-being of children on they transition into adulthood.

1.8 Organization of the Study

This study is organized in three chapters as follows; chapter one comprises of the introduction of the study, statement of the problem, research objectives, research questions, relevance of the study, scope, organization and conceptual framework of the study; chapter two discuss relevant study literature reviews in theoretically and empirically, while chapter three discusses the research methodology and outlines the study population, sample selection, data collection and data analysis. Chapter four discusses the findings of the study per each objective. Chapter five includes the discussion of the findings of the study as per each objective whil chapter six includes the summary, conclusion and the recommendation of the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the literature review related to the topic under study. It first defines the key concepts that are used in the study. It then presents the theoretical perspectives, empirical studies, the research gap and the conceptual framework of the study.

2.2 Definition of Key Concepts

2.2.1 Leadership

Akor, (2014) defined leadership as the actions that result in the growth, development, and good influence of both individuals and groups for a common goal. According to the definition, a leader should put his followers above himself and strive to win over at least most of them. Again, the leader's lifestyle should have a beneficial impact on his followers in terms of helping the organization as a whole in achieving its goals. According to (Akram, Alam, Ali & Mughal, 2012), leadership is the ability to inspire others to do great feats. They also stress the need of leadership abilities in transforming ideals into actions, visions into realities, challenges into innovations, division into solidarity, and risks into benefits. Leadership also helps to establish the environment that allows difficult possibilities to succeed.

2.2.2 Autocratic Leadership

This type of leadership is authoritarian. It involves limited communication, compulsion, and trust in the good intentions of others. The leader alone makes

decisions for others to carry out without prior consultation. According to psychologists, this behavior is a result of anxiety and insecurity.

2.2.3 Laissez – Faire Leadership

The phrase "Let them do what they wish" comes from French. There are no absolute laws that grant organization employees total freedom or autonomy. When the wrong person is put in command, they refrain from acting so as not to anger the following, which has fatal results (Amanchukwu, Stanley, & Ololube, 2015). However, this technique may be suitable where the subordinates are knowledgeable in the numerous areas. Despite the aforementioned, Afful-Broni notes that laissez-faire leadership might result in workers' disinterest and anarchy. An avoidant leader may either not intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in effort to build a relationship with them. According to the study Laissez-faire behavior is known to be unsatisfactory, ineffective, and unproductive (Billig, 2015).

2.2.4 Democratic Leadership Style

This leadership style promotes delegation, coaching, accepting responsibility, and recognizing others' abilities and potentials because it is based on the idea that the organization is everyone's responsibility, even though the leader has the primary responsibility for assisting the rest of the group in reaching a consensus. Therefore, leaders are regarded as *primus intra pares*, or first among equals (Armstrong and Taylo, 2014). Regardless of the management style currently employed by headmasters and headteachers, the transformational or facilitative leader has emerged

as one of the most potent leadership philosophies in the present public education system. Many scholars asserted that the only workable strategy for school restructuring and change was to adopt transformational leadership (Bhatti, 2018). According to the study, "A transformational leader is sensitive to environmental change and is equipped with the knowledge and abilities to adapt to situations that change quickly. A transformational leader encourages involvement, collaboration, decision-making, and is very tolerant of difference. They are also adaptable, open-minded, and sensitive to others' needs (Arham, (2014).

2.2.5 Transformational Style

Transformational leaders urge their team members to go above and beyond what was previously expected of them (Etikan, Musa & Alkassim, 2016). The followers of transformational leaders are inspired to engage in extra-role behaviors because they have faith in, admiration for, devotion to, and respect for them (Gharibvand, 2017). The best results from subordinates come from transformational leaders because they can motivate them to increase their potential for success and help them develop creative problem-solving talents (Igbaekemen, 2014). According to this study This leadership style has also been linked to business unit performance and higher levels of organizational commitment (Ismail, Tiong, Ajis & Dollah, 2019).

2.2.6 Bureaucratic Leadership

Runs projects "by the book," making sure the group adheres to the rules precisely. This leadership approach may be necessary in some circumstances, such as a government contract or when regulatory standards must be satisfied (Northouse,

2016). But typically, project managers who lack confidence turn to this approach because they worry about being held accountable for deviations from the norm. If the deviations from published requirements can be justified, projects may gain profit (Brueller and Carmeli, 2011). Consistently according to the study bureaucratic leadership may be a sign of weak risk management skills or a failure to implement the Intel value of Informed Risk-Taking.

2.2.7 Project Success

A successful project is one that produces results that satisfy clients, customers, or other stakeholders, including the project team, business leaders, or board members. The expectations and needs set forth by stakeholders at the outset of a project are often met by successful projects (Bass and Avolio 2004). The basic CSFs for most projects, such as creating a bridge that won't collapse or a fence and which will keep the dog within are fundamental to the description of the project. If the project sponsor sees those as indicators of success, additional factors like finishing on schedule or keeping under budget are also taken into consideration.

2.3 Theoretical Literature Review

This section explains the background of leadership theory. The study is guided by leadership theory. However, it's very important to explain the development of the leadership theory, limitations and strengths, including the theoretical framework contribution of this study. Hence, there is a need to start by discussing the background on the interpersonal theory of suicide as described below;

2.3.1 The Leadership Theories

A brief history for more than a century, 'leadership' has been a focus of academic introspection. Finding a definition for the term has proved to be challenging for researchers and practitioners alike, and no consensus has been reached (Northouse, 2016). Barker, (2001) says that everyone generally knows what leadership is, until asked to define it. The word 'leadership' has different meanings for different people. Modern leadership theories started to develop during the Industrial Revolution, when mainly economists started paying attention to it (Crevani, Lindgren and Packendorff, 2007). The industrial-era leadership theories were based on the hierarchical outlook adopted by the early Christian Church, which believed that leadership was centralized in the person at the top of the hierarchy and in that individual's excellent qualities and abilities to manage his subordinates, as well as the activities of this person in relation to goal achievement (Barker, 2001). Definitions of leadership have evolved constantly during the past decade (Northouse, 2016). Rost, (1991) studied material written from 1900 to 1990, and found more than 200 different definitions for leadership. It became increasingly clear to scholars that it is probably impossible to devise one common definition of leadership, due to such factors as growing global influences and generational differences. Leadership may continue to mean different things to different people (Northouse, 2016).

Theories of Leadership in the 20th Century Throughout history, individuals have tried to mention what makes a decent leader. A number of the foremost usually quoted historical authors embody Plato, statesman, Hobbes, and Locke from the West (Bass, Avolio, Jung and Berson, 2003), and Kung futzu and Xunxi from the

East (Bell, Villado, Lukasik, Belau and Briggs, 2011). As early as five hundred B.C., Brueller and Carmeli, (2011) listed the virtues (de) of effective leaders. Four were the keys to his beliefs: Jen (love), Li (proper conduct), Xiao (piety) and Zhang rong (the ism of the mean). Notice that 3 of the virtues square measure emotional and only one is consistent with the social control. Confucius's theory has fashioned the idea of Chinese government for two, 500 years. During this review of what the overall management literature says regarding victorious leadership designs and competency (Bezrukova, Jehn, Zanutto and Thatcher, 2009). The event of leadership theory through the twenty century, and the way that's mirrored within the project management literature, The literature on behavior of team members and cultural behaviors of managers, and also the analyzers research on the competency of leaders. Bunderson, (2003) urged the functions of a pacesetter" He claimed that the associate government had both social and emotional control, which he referred to as psychological characteristic and libidinal energy, separately. While libidinal energy functions represent the emotional and psychological feature parts of goal setting, establishing faith, and dedication to a greater ethical purpose, psychological feature functions represent the directing, restricting, and guiding of decisions and behaviors (Cohen, and Bailey, 1997). This is frequently similar to Aristotle's interpretation of pathos, ethos, and logos, which holds that a pacesetter should possess the following abilities: to build relationships with those who square measure in leadership roles, to promote an ethical vision, and to persuade by reason to manage actions. There have been six major colleges of leadership theory over the past 70 years (Bunderson, and Reagans, 2011; Carmeli, 2008; Chattopadhyay, Tluchowska and George, 2004).

2.4 Empirical Literature Review

Nawaz, Ghafoor and Munir, (2016) studies on impact of project leadership and team work on project success. It analyzes pertinent research on teamwork, leadership, and project performance from the perspective of changed procedural aspects and combines his findings on the expansion of creative structure. Facts from the literature review show the tasks that fall short of originality while assessing and quantifying the benefits of project success. I employed the approach of purposive sampling. Data from workers at industrial companies was gathered via questionnaires. Three hundred questionnaires were distributed, with a response rate of 94 percent; however, only two hundred and twenty-six of those were chosen for the final analysis after fourteen incomplete questionnaires were eliminated. Regression analysis, descriptive statistics, and Pearson moment correlation are some of the statistical techniques used to study the effects of independent factors on dependent variables. According to the results of the hypothesis test, the leadership of the project manager was favorably associated to the success of the project, and collaboration also had a good relationship with project success. This investigation continues to be a pioneering endeavor in Pakistan and contributes to the current global texts on project management in a variety of ways.

The study conducted by Chua, Basit and Hassan, (2018) aimed to determine the impact of leadership style on employee's performance. The research was conducted using a causal research design. Middle management personnel from the services industry were employed in various Klang Valley locations. According to the study, highly distinctive leaders have a greater impact on employee performance since it is

more obvious in their interactions with the immediate supervisor. Therefore, in order to reach the highest degree of work performance and to achieve long-term success, leaders could implement creative techniques while utilizing the appropriate leadership style. The study came to the conclusion that democratic leadership is effective across all time horizons while autocratic leadership is effective in the short term for boosting employee performance. Future studies could take into account how long ago employees reported their immediate supervisors in order to get more useful input on the managers' use of leadership styles. In order to generalize the findings, the study should also include a larger sample and a more systematic sampling method.

The study conducted by Basit, Sebastian and Hassan, (2017) aimed to identify the impact of leadership style on employee performance. In Selangor, Malaysia, a single private organization provided a sample size of 100 people utilizing the convenience sampling technique. A questionnaire was created as part of the study's quantitative methodologies. To ascertain the effect of leadership style on employee performance, a five-point Likert scale questionnaire was employed. The questionnaires were analyzed using SPSS software. The following analyses were presented: regression analysis, descriptive analysis, normality test, and reliability test (Cronbach's Alpha). According to descriptive data, democratic leadership style has the greatest impact on employee performance, followed by laissez-faire and authoritarian leadership styles. According to the results of this study, democratic leadership style has a bigger impact on employee performance than laissez-faire leadership and autocratic styles. It is advised that the suitable leader with high capability be recognized at all levels of

the organization, notably public sectors in Malaysia, in order to remain in the competitive business climate. Employees are the company's most valuable asset, and leadership style has a significant impact on how well they perform. Performance will continue to increase in organizations with strong leadership capabilities. Therefore, it needs to be seriously considered how to give leadership a larger priority.

Blaskovics, (2017) conducted a study on impact of leadership styles on project success. Literature on project success mainly focused on identifying and analyzing success criteria and critical success factors. A project's success is measured using success criteria, and important success factors are those that increase the likelihood of project success. Although academics emphasized the relevance of these interrelationships, the interactions between them were rarely studied. The purpose of the study is to pinpoint a leadership style that project managers might use to maximize their chances of project success. From the standpoint of success criteria, project success is examined. This strategy addresses the preceding weakness, which is the absence of an analysis of the links between crucial success variables and success criteria. This conclusion was reached after doing qualitative field research at a Scandinavian branch of a multinational corporation. They directly affect two of them. Stakeholder satisfaction and the project triangle are these. They indirectly affect one in some way. The client satisfaction is shown here. The discovery of two leadership style poles—general or chess player—was the study's second finding. The first one places a high value on hierarchical and organizational aspects, whereas the second places a high value on communication and a qualified, capable, and

motivated project team. There was a dominant leadership style in each case, despite the fact that neither of the project managers belonged to one of these poles.

2.5 Research Gap

The empirical literature analysis reveals that numerous research about employee performance have been carried out worldwide, including those by Basit, Sebastian, and Hassan (2017), Chua, Basit, and Hassan (2018). The samples employed in these studies, however, were too small to accurately yield results that paint a picture of the entire sector. The majority of the other project management studies, like Blaskovics, (2017) and Nawaz, Ghafoor, and Munir (2016). As a result, the study determines to fill in the gaps in project management and leadership style.

2.6 Conceptual Framework

The conceptual framework presented in Figure 2.1 shows the diagrammatical representation of the interrelationship among variables of the study. The framework shows project success is influenced by several factors. There are two sets of variables including the independent, and dependent variables of the study. Authoritarian includes direct behaviors, decide alone and focuses on task. Democratic leadership includes open communication, team leader and focuses on people. Laisser-faizeon including permissive, abstains from leading and power with staffs. Bureaucratic leadership includes insecure, knows the rules and impersonal. Transformative include staff appraisal meeting, creative ideas rewarded and frequency of staff training. These independent variables when manipulated they impact project success

in terms of project completion within time, organisation growth, competitive advantage and customer satisfaction

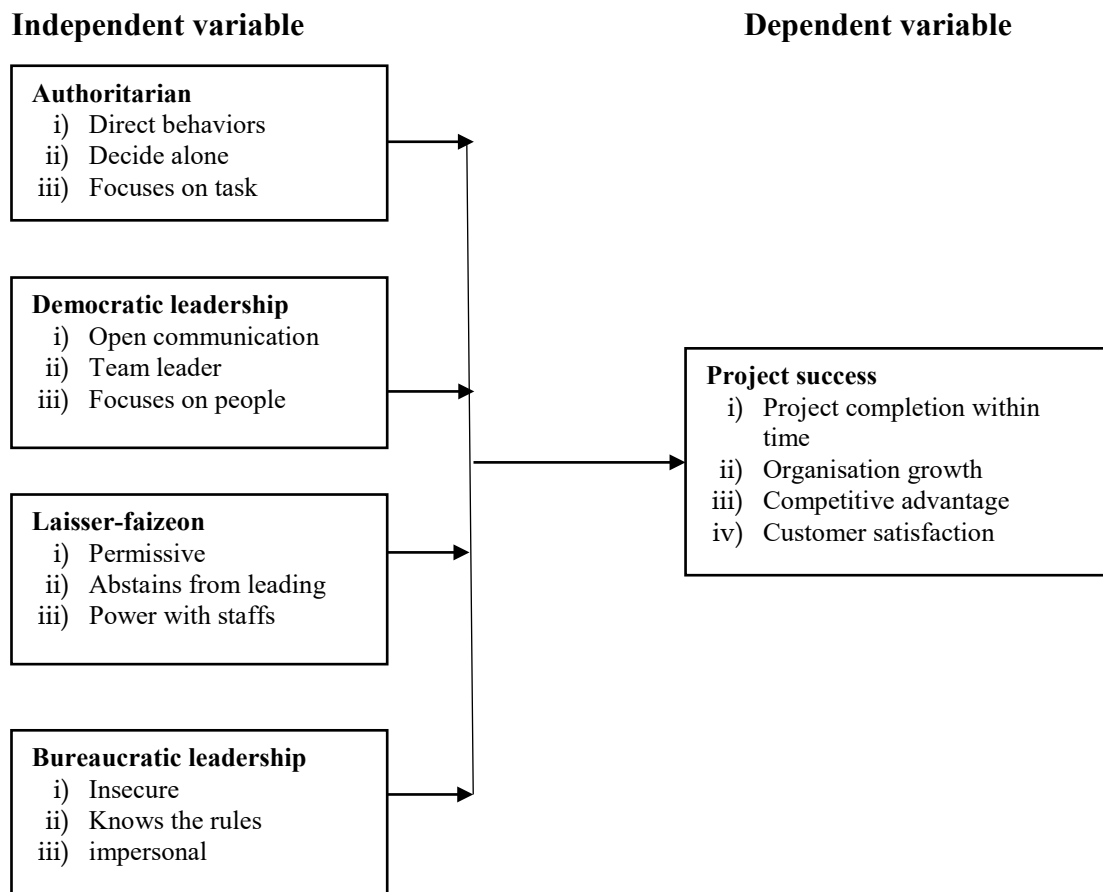


Figure 2.1: Conceptual framework for the study

Source: Own developed (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a comprehensive view of the methodology which is adopted for the present investigation undertaken to know the effect of leadership style on project success in the study area. This chapter is mainly about the discussion and justification of the various methods and techniques which was used in the study. Henceforth, this chapter represents the research design, area of the study, sample and sampling procedures. It also presents data collection methods, data collection instruments, data analysis procedures as well as the validity and reliability test.

3.2 Research Design

This study adopted cross-section research design. Cross-section research design was used as it allows analysis of data from a population, or a representative subset, at the specific point in time. In cross-section studies the respondent is interviewed only once (Kumar, 2011). Cross-sectional research design was preferred because of the nature of the study which does not require the observation of changes on the dependent variable over time.

3.3 Research Philosophy

Philosophy or “school of thought” in research accepted ways of how people view and look at reality and the consequent approaches/ methods to generate knowledge that is held by a group of intellectuals who wide have influence in that area. The basic premises behind the philosophy are based on how people view reality (Lufumbi,

2008). The study adopted positivism as the philosophical approach. Positivism approach research involves deductive process with a view to provide explanation to understand the social phenomenon hence it was associated with the statistical data analysis of quantitative methods.

3.4 Research Approach

The research approach is quantitative in nature. It is quantitative because the study objectively measures through statistical and numerical analysis through questionnaire administered to research participant (Masanja, 2018). So as to generate the findings of the research, a large number of participants was selected to participate in the study. For this reason quantitative approach is the best suited approach to collect adequate information about leadership style in relation to project success of the NGO.

3.5 Description of the Study Area

Elizabeth Glaser Pediatric AIDS Foundation is a nonprofit organization dedicated to preventing pediatric HIV infection and eliminating pediatric AIDS through research, advocacy, and prevention and treatment programs. Founded in 1988, the organization works in 12 countries around the world. Elizabeth Glaser Pediatric AIDS Foundation is a proven leader in the global fight to end HIV and AIDS, and an advocate for every child to live a full and healthy life into adulthood. Founded through a mother's determination, we are driven to see a world where no other mother, child or family is devastated by this disease. For more than 30 years, EGPAF has been a leader in

meeting urgent needs in pediatric HIV and AIDS in the world's most affected regions.

While there is significant progress in the fight to end HIV and AIDS – reducing new infections in children by more than 95% in the U.S. and by over 50% globally – there are alarming rates among adolescents and young adults, with nearly 10,000 youths becoming newly infected each week. Each stage of life – from infancy to adulthood – brings new and different challenges, and EGPAF recognizes that ending this epidemic cannot be achieved in isolation. It requires access to prevention, treatment, and support services for all members of the family. In 2020 and beyond, EGPAF will leverage our core expertise in service delivery, capacity building, research and advocacy to comprehensively address an evolving HIV and AIDS epidemic, and through our presence on the ground and on the global stage, we'll advocate for the health and well-being of children as they transition into adulthood.

3.6 Sampling Procedures

3.6.1 Sampling Population

The sampling frame of this study includes all members and staffs of Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) a nonprofit organization dedicated to preventing pediatric HIV infection which includes 100 staffs in Arusha District. It also includes directors and leaders of the NGOs.

3.6.2 Sample Size

The study involved a total of 100 respondents, comprising of all members and employees of EGPAF from the Arusha District Councils. Therefore, the study sought

to access and involves all employees and staffs who work in Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) NGO.

3.6.3 Sampling Techniques

A multi – stage stratified random sampling was employed. Initially, one NGO which is Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) from several NGOs is selected randomly in Arusha District. Purposive sampling, a non – probability sampling technique was used to select leaders of NGO from a sampling frame. To establish a sample size, census sampling was conducted among all staffs and employees whose total number stood at 100. Census is attractive for a population less than 200 (Israel, 1992). Moreover, the country director, project advisor, project manager, clinical coordinator, counsel supervisor and the HTS officer data manager from NGO will be interviewed as the key informants under the study to give the information on leadership style and project success.

3.7 Types and Sources of Data

This study gathered data related to socio-demographics of respondents such as age, household size, education level, and marital status. The study also gathered other data such as authoritarian, Democratic leadership, *laissez-faizeon* and bureaucratic leadership on the project success in NGOs.

3.8 Data Collection Techniques

3.8.1 Survey

Survey was deployed to undertake this study with the use of questionnaire tool. Survey is preferred in the study because it allows rapid data collection and it is

convenient for gathering data. Both close-ended and open-ended questions were used. Close-ended questions were used because they are more specific, thus more likely to communicate similar meanings (Burns and Burns, 2012; Bryman, 2009). Open-ended questions were used to seek more information from respondents who will allow to use their own words. Questionnaires made it possible for the information to be gathered in a short period of time as the population is relatively large. Copies of questionnaire were hand administered to the participants in order to get information needed (Morris, 2012; Sekaran and Bougie, 2012).

3.9 Data Analysis

Data analysis was done by the use of descriptive statistics to analyse socio-economic characteristics of project success using population parameters such as mean, frequency distribution, percentages and standard deviation. In order to test the relationship between leadership styles and project performance in Arusha district, the model fitness, significance of results and consequently the validity of findings the study used binary logistic regression Model. Objective 1-5 in the study were analyzed through binary logistic regression since the dependent variable was categorical variable measured in two responses (Yes or No). This will be employed owing to its capacity to establish the relationship between independent variables (leadership style) and dependent variable (project success). P-value was used to test hypotheses at 5% level of significant. If p-value is less than 0.05, alternative hypothesis were accepted and reject the null hypothesis. To ensure an accurate understanding and analysis of the regression model, it was critical to test for normality, homoscedasticity, multi-collinearity and linearity.

Where; $Logit[p(x)] = \log\left[\frac{p(x)}{1-p(x)}\right] = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \dots \dots \dots \varepsilon \dots \dots \dots 1$

Logistic regression involves fitting an equation of the following form to the data:

$Logit(p_t) = \alpha + \beta_1 X_{1,t} + \beta_2 X_{2,t} + \beta_3 X_{3,t} \dots \dots \beta_p X_{p,t} + \varepsilon \dots \dots \dots 2$

Whereby; $Logit(P_i) = Y$; represents the probability of success, coded as 0 = success

and 1 = no success

$\alpha = \text{Intercept}$

$\beta_1 - \beta_p = \text{Regression coefficients}$

$X_{1,i} - X_{p,i} = \text{Independent variables or predictor variables}$

$e = \text{Error term}$

3.10 Data Validity and Reliability

3.10.1 Data Validity

To carry out pilot study, ten printed questionnaires were disseminated and collected from ten people who were not part of the study population but were experts in projects to determine if the questionnaire suited the study objectives. The test-retest approach was used to see if the questionnaire provided a comparable answer. The questions in the questionnaire were asked in different ways, but the same questions were asked. In addition, the validity of the research tool was determined by modifying the items in the questionnaire to make it more responsive to the study objectives, based on expert opinion from assigned supervisors and peers.

3.10.2 Data Reliability

The term "reliability" refers to the assurance that data gathering methods such as questionnaires, interviews, observations, and inspected documents produce consistent results (Saunders, 2009). Cronbach's Alpha was used to assess internal consistency in order to ensure correctness, with a score of 0.7 or higher indicating that the study's data results are reliable (Mugenda and Mugenda, 2008). The questionnaire tool's reliability was tested using Cronbach's Alpha in a pilot study with ten people. The identical set of questions were asked of all respondents to see if they gave the same answer. As indicated in Table 3.3, the Cronbach's Alpha value computed was 0.842, indicating that entries under each variable were consistent.

Table 3.1: Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.842	0.823	16

3.11 Test for Heteroscedasticity and Multicollinearity

3.11.1 Test for Heteroscedasticity

To check for heteroscedasticity, Levene's test was used. At $P > 0.05$, Levene's test assumes homoscedasticity, which means that the dependent variable's variances of error ($\text{Var}(U_t) = s^2$) are equal. The Levene statistical results were $P = 0.301 > 0.05$, as shown in Table 3.1. As a result, all independent variables have the same variance.

Table 3.2: Levene's test

Dependent Variable: Project success			
Levene Statistic	df1	df2	Sig.
1.083	1	56	0.301

a. Design: Intercept + Authoritarian + Democratic leadership + Laisser-faizeon + Bureaucratic leadership

3.11.2 Test for Multicollinearity

The common assumption in a regression model is that the study's predictor variables should be independent of one another. In the regression model, the variance inflation factor (VIF) was employed to examine multicollinearity, with VIFs = 1 indicating little or little correlation, VIFs > 1 indicating moderate correlation, and VIFs > 5 indicating significant correlation (Sheskin, 2011). Table 2 shows that the VIFs for all independent variables are equal to 1 (VIFs = 1), indicating that the independent variables have little or no association.

Table 3.3: Test for multicollinearity

Variable	Tolerance	VIF
Authoritarian	0.885	1.132
Democratic leadership	0.892	1.049
Laisser-faizeon	0.792	1.109
Bureaucratic leadership	0.975	1.180
Mean VIF	0.886	1.118

3.12 Pilot Results

Pretesting of the questionnaire was done to ten (10) respondents who were not part of the study population but experts in project to ensure validity of data collected. Questionnaire tool were pretested to ensure that the questions were clear enough and meets the study specific objectives. Thus, the comments and corrections from ten respondents helped in restructuring questions that meets study objectives. Validity of the ten (10) collected questionnaire was measured through consistency of answers. Cronbach's Alpha computed to test reliability of the ten (10) questionnaire and reliability coefficient was found to be 0.784 implying that the data instruments were suitable for data collection.

3.13 Ethical Considerations

Based on the sensitivity nature of the study which assesses the relationship between leadership style and project success in NGOs, it is the concern of researcher to maintain the confidentiality of the information collected as it assessed the NGOs' departments. The study followed all the professional guidelines of conducting a research including: acquisition of an introductory letter from the University asking for permission to conduct research in NGOs departments in Arusha region. The respondents were also assured of their freedom to participate in the study and those who will not be interested in the study will be given chance not to participate in the study.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents data analysis, interpretation and discussions following the objectives of the study. The general objective of the study was to assess the influence of leadership style on project success of Elizabeth Glaser paediatric AIDS foundation NGO. Data collection was done using questionnaire (open ended and closed ended questions) and results was presented through tables and charts. The analysis of the data was grouped into background of the respondents, study findings basing on the three specific study objectives. Moreover, Multinomial logistic model used to test the existence of the hypothesized relationship leadership style and project success of Elizabeth Glaser paediatric AIDS foundation NGO.

4.2 Response Rate

Table 4.1 shows the response rate by which the study obtained data from 98 out of 100 respondents. The distributed questionnaires were completed and returned for analysis with 98% response rate and non - response rate of 2%. Mugenda and Mugenda (2003) shows that a response rate of 50% is adequate enough for analysis and reporting, response rate of 60% is good and a response rate of 70% and above is excellent and enough for generalization of the findings. Based on this study, the response rate was excellent.

Table 4.1: Response rate (n = 98)

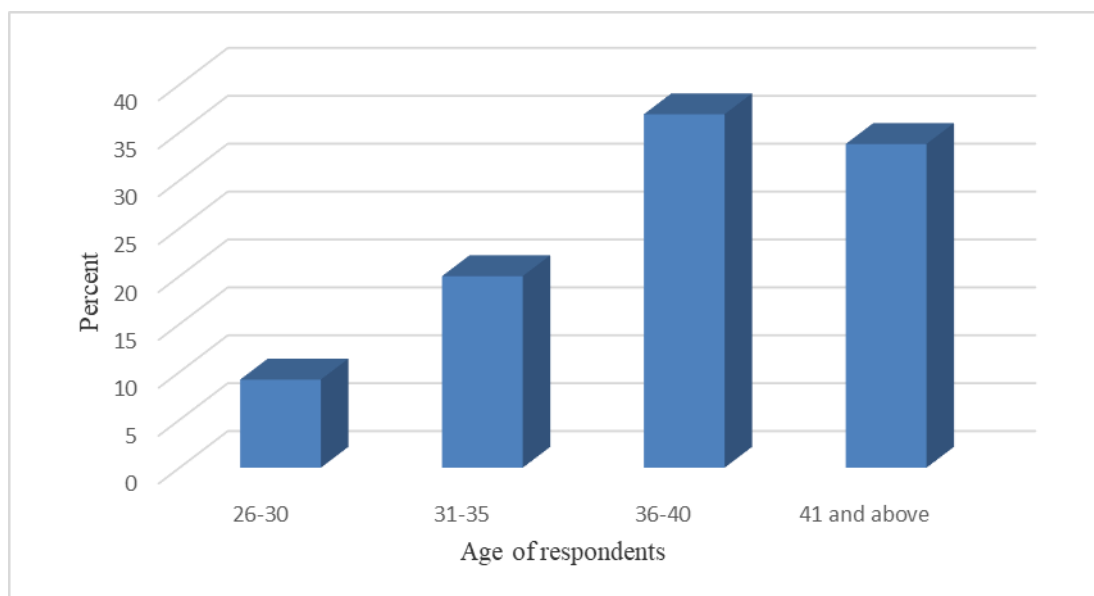
Response rate	Frequency	Percentage (%)
Response	98	98
Non response	2	2
Total	100	100.00

4.3 Demographic Characteristics of the Respondents

Demographic information such as age, gender, education and experience of the respondent was gathered, analyzed and presented through percentages and frequency.

4.3.1 Distribution of Respondents by Age

The age of respondents was gathered and analyzed. The outcomes presented in percentages as shown in Figure 4.1 whereby (9.2%) respondents aged between 26-30 years, (20%) respondents aged between 31- 35, (33.8%) respondents aged between 36-40 and (36.9%) respondents aged 41 and above years. The result implies that most of the employees in NGO range in a age of 36 – 40 years which is represented by 36.9% and they have more experience with project success.

**Figure 4.1: Distribution of respondents by age (n = 98)**

The findings implied that majority of the respondents are in middle age, matured, better-qualified and energetic to handle agency banking as their age ranged from 36 and above years. Moreover, the respondents were capable to provide relevant information to the study. Mashoka (2016) and Larnsen (2012) argued that Age is related to the contribution of a person at job and experience, which means that the more an individual remains with his work the more familiar he becomes with his working environment. Thus from this information, it is clear that most of the respondents (70.7%) were experienced and had more relevant information onto leadership and project success.

4.3.2 Gender of Respondents

The study sought to find out gender of respondents to determine the proportional ratio involved in this research as shown on Figure 4.2.

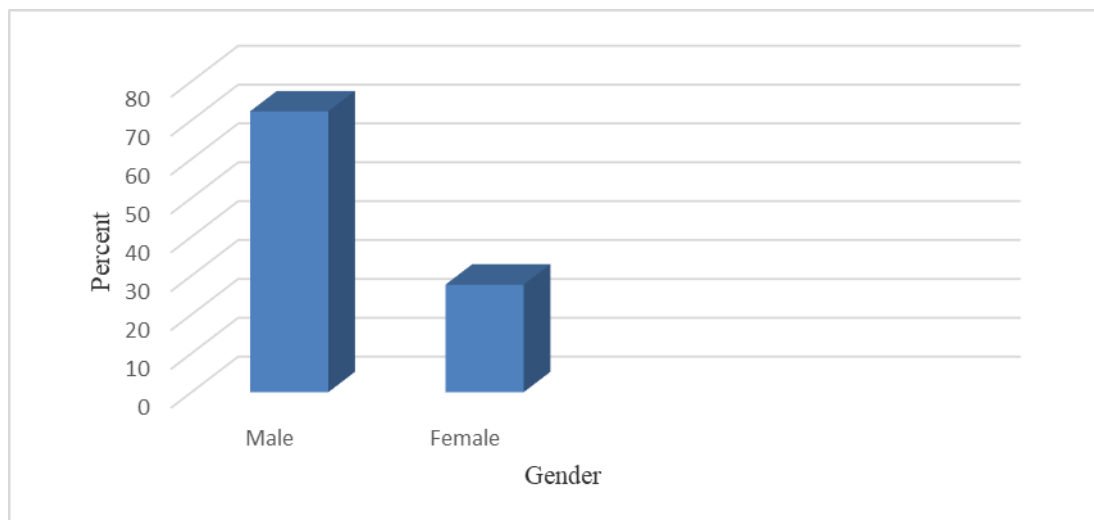


Figure 4.2: Distribution of respondents by Gender (n = 98)

The study findings revealed that, 72.3% of the respondents were male, and 27.7% of the respondents were female. The findings indicated that most of the employees of

NGO were male. The results could be because of practical challenges such as differences in gender responsibilities. The study findings indicates that, men are responsible in being employees or increase income for their families but women most of them are responsible in taking care of their families at home including children.

4.3.3 Education Level

The study sought to find out the educational level of respondents with the aim of determining on whether the leadership style in the project success were qualified.

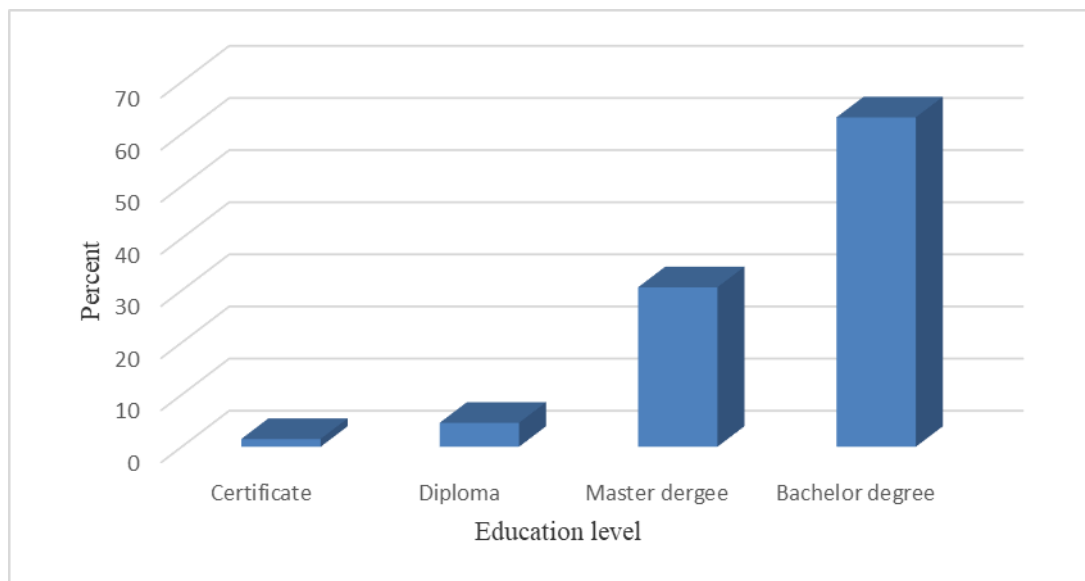


Figure 4.3: Distribution of respondents by education level (n = 98)

Figure 4.3 reveals that (1.5%) of respondent had Certificate, 4.6% of respondents had Diploma, 30.6% of respondents had masters and 63.2% of respondent had Bachelor Degree. The study findings revealed that respondents have a basic knowledge on leadership which imply that respondents were aware of leadership styles as they fully understand the benefits and advantage of having good leadership.

4.4 Authoritarian in Project Success

Table 4.2 presents findings in numbers basing on variables identified as per below table;

Table 4.2: Authoritarian in project success

Variable	SD%	D%	N%	A%	SA%	Mean	Std. Deviation
Our leaders can make decisions on their own	0	21.5	0	36.9	41.5	3.98	1.139
Our leaders make right decisions even on their own	0	23.1	0	43.1	33.8	3.88	1.125
Leaders do focus on the tasks that they have	0	23.1	0	58.5	18.5	3.72	1.023
Leaders ensure all workers focus on the duties that they are given.	0	16.9	0	49.2	33.8	4.00	1.016
Leaders behave well as an example to the employees.	0	18.5	0	43.1	38.5	4.02	1.068

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their leaders make right decisions which lead then in different situation in their daily activities. A person with strong leadership ability will be a good example or role model to their employees, because the leader who is able to effectively achieve some good result or achievement gains the trust and admiration of their employees, and inadvertently changes their values, beliefs, behaviour and attitudes, for mimicry is the sincerest form of flattery (Grint, 2017). This statement is also supported by Northhouse (2019), who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization.

The study findings indicates that most of the respondents who are the employees of

the NGO they do appreciate and understand on how their leaders do focus on the tasks that they have in their daily activities. This also tells us that good leaders usually have a clear vision for the company and therefore can easily identify the problems and obstacles that currently stand between them and the aims of the organization. In this way they are able to effectively and efficiently bring about the necessary reforms that will bring the company into the future while keeping abreast with contemporary changes in the business world.

The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their Leaders ensure all workers focus on the duties that they are given in their daily activities. Other than that, good leaders can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instance health care insurance, worker compensation, leave benefit and others. Intelligent leaders also have the responsibility to use their skills and knowledge to effectively and efficiently guide their business forward in the face of an uncertain future and also to decrease the feelings of insecurity in their employees caused by that uncertainty. A leader has the power to influence the success of the organization, due to his full power to control the direction of the organization, as well as through the influence they exert on their employees that motivates them to bring the company to greater heights (Ganta, and Manukonda, 2014).

The study findings indicates that most of the respondents who are the employees of the NGO they have admitted that most of their leaders do behave in a respective

manner that can be a good example to all of employees in their daily activities. The study implies that leaders should an example to the organisation and to all employees in tames of the behaviour that they have and how they conduct their daily activities in the organisation. Although a number of the fifteen headship expertise Higgs and Dulewicz (2013) remain openly associated to Psf. Hence, this one remains accomplished that, an assured appropriate leadership, project type can develop project success in two traditions, mutually direct impact and team work. An easy method energetic archetypal stayed considered explaining associations within Pm. On the other hand, here was only one research made to attest this termination in china and I have to apply it in the home of exports of Pakistan” Sialkot”. I will analyze that project success will effect by the teamwork and leadership.

In order to understand the authoritarian that led to project success, each respondent was asked to state the reason(s) for project success. Five reasons were identified in response as responsible for being able to ensure project success. They include make decisions on their own, right decisions, focus on the tasks, workers focus on the duties and example to the employees (Table 4.3).

Binary logistic regression was conducted between authoritarian and led to project success. The overall significance of the model was assessed using an Omnibus tests of model coefficients which produced a log likelihood 29.325, and omnibus tests of model coefficients (Chi-square 244.655, sig. 0.000), Nagelkerke R Square= 0.932; Cox and Snell R Square= 0.566 indicating a strong relationship between authoritarian and led to project success; Hosmer and Lemeshow Test (Chi-square=

15.330; sig. = 0.056), the two measures together indicate that the model on authoritarian influencing project success was more suitable to the data. The following results were obtained:

Make decisions on their own was found to be a factor with a strong influence the project success. The results were statistically significant at $p= 0.001$, Wald = 11.075, and Exp (β) = 13.483. Moreover, a Wald statistic of 11.075 shows that make decisions on their own contributed highly to the project success. Results further indicated that, when make decisions on their own increases by 13.483, the odds ratio is 2.601 inferring that, improve timely are 2.601 more likely to increase project success. This is because as make decisions on their own increases, they tend to have more responsibilities, thus, they fully engage in increasing the project success.

Regarding the right decisions, the study revealed that it was found to be significant at $p= 0.004$, Wald = 2.501 and Exp (β) = 1.764. The model produced a Wald statistic of 2.501 which predicted that right decisions contribute significantly to project success. All leaders in the management when they make right decisions increase the probability of them being concerned in project success by 1.764, it causes the odds to be 1.567 which indicates that right decisions are 1.567 likely to be influenced in project success.

The findings further indicated that focus on the tasks was another strong positive significant influence of project success activities at $p= 0.000$, and Wald statistic of 17.174 and an Exp (β) of 9.971. A Wald statistic of 9.971 demonstrated that focus on

the tasks, significantly influenced increase of project success in an organisation. Exp (β) value indicated that an increase of focus on the tasks, the odds ratio is 2.300, implying that project success was 2.300 more expected to increase its success. The positive significant influence explains that the higher the focus on the tasks the higher probability for the organisation to increase project success.

Workers focus on the duties was found to be a factor with a strong positive significance influence on increase to project success at $p= 0.002$, Wald = 15.063, Exp (β) = 14.064 indicating that when workers focus on the duties increase by 14.064 the odd ration is 7.387 times as large and therefore organisation are 7.387 times more likely to ensure project success. This showed that majority of respondents had full responsibility for at least 6 individuals to increase project success.

Example to the employees was also found to have a strong influence on project success. The results were statistically significant at $p= 0.118$, Wald = 2.359, and Exp (β) = 0.003. Moreover, a Wald statistic of 5.801 showed that example to the employees contributed to increase of project success. According to the study findings, many leaders are example to their employees. Thus, they ended up engaging in considering the increase of project success.

Basing on Logistic regression outputs (p values) showing significant influence, the null hypothesis that authoritarian have no influence on project success was rejected. This implies that organisation involving an increase in project success is due to several factors from the authoritarian leadership.

Table 4.3: Authoritarian on project success

Variables	B	S.E.	Wald	Df	Sig.	Exp(B)
make decisions on their own	2.601	0.782	11.075	1	0.001*	13.483
right decisions	0.567	0.359	2.501	1	0.004*	1.764
focus on the tasks	2.300	0.555	17.174	1	0.000*	9.971
workers focus on the duties	7.387	8.555	15.063	1	0.002*	14.064
example to the employees	-5.801	1.557	2.359	1	0.118	0.003
Constant	16.655	4.117	16.369	1	0.000	0.000

Omnibus Tests of Model Coefficients (Chi-square = 244.655; sig. = 0.000); Log likelihood= 29.325^a; Cox & Snell R Square = 0.566, Hosmer & Lemeshow Test (Chi-square= 15.330; sig. = 0.056); Nagelkerke R Square = 0.932

4.5 Democratic Leadership in Project Success

Table 4.4 presents findings from respondents by mean, standard deviation and percentages depending on variables identified. The study findings indicates that most of the respondents who are NGO's employees have accepted that the flow of information concerning their organisation is very transparent through their leaders as the put open all the information that they have about their organisation and their working environment in general. Effective communication can be implemented within the project team, amongst internal customers, and the wider organization. Effective co-operation is required within the wider organization in order to align to its objectives. Effective team work is obtained within the internal projects team, and the element of trust is exercised throughout the life cycle of a project. Rad and Leven (2016) are allowed to give out their views and advice to the management but also leaders have right to listen.

The study findings indicates that most of the respondents who are NGO's employees have accepted that the flow of information and communication is of both sides that they are free to speak to the management of their organisation and have a right to be

heard. The result implies that two ways flow of communication in the organisation help as I allow different views, ideas and advice from different levels of the organisation which will automatically help in project success. Even high ranking management can learn from the strong points of their employees, which they might find themselves lacking. Communication helps people to get to know each other, and also could help to create more new ideas by sharing opinions with each other. It is also one of the best ways to gain each other's trust and bond the whole employees in the organization together.

The study findings indicates that most of the respondents who are NGO's employees have accepted that the team leaders in their organisation they fully show participation to their groups in each and every activity that they have being conduction together. According to Jackson and Parry (2018), leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives. Additionally, an effective leader that has strong leadership skills should also be in possession of certain characteristic, such as, passion, consistency, trust and vision; for only leaders who own these characteristics are able to build trust in employees.

The study findings indicates that most of the respondents who are NGO's employees have accepted that the all the leaders that they have they are well trained on how to concentrate of the working issues and problems that may be facing their groups or other employees in the organisation and solve the issues in a respective manner. The result implies that having leaders who are capable of facing other employees working

issues and problems is so helpful as it allows a good working condition and leads to the project success of the organisation. On the other hand, leadership is when the leader guides their employees towards the organizational goals, all the while trying to communicate and motivate their employees in order to make sure their employees are in the right position to use their talents and commit to their jobs. Leadership strategies also will change according to the current trends when necessary, unlike management that merely follows it's old, traditional rules. (Graetz et al., 2015)

Table 4.4: Democratic leadership in project success

Variable	SD%	D%	N%	A%	SA%	Mean	Std. Deviation
There is an open communication between leaders and workers	0	0	0	54	46	4.53	0.641
The flow of communication flows on both sides.	0	0	0	66	34	4.62	0.601
Team leaders do show participation to their groups.	0	0	0	81	19	4.74	0.571
All the leaders do focus on the workers in general in case of problems and other working issues.	0	0	0	83	17	4.79	0.652

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

In order to understand the response strategies that led to increase of project success, each respondent was asked to state the reason(s) for increase in project success. three reasons were identified in response as responsible for being able to ensure project success. They include open communication, team leader and focus on people (Table 4.5).

Binary logistic regression was conducted between democratic leadership and project success. The overall significance of the model was assessed using an Omnibus tests

of model coefficients which produced a log likelihood 28.387, and omnibus tests of model coefficients (Chi-square 202.567, sig. 0.000), Nagelkerke R Square= 0.903; Cox and Snell R Square= 0.505 indicating a strong relationship between democratic leadership and project success; Hosmer and Lemeshow Test (Chi-square= 14.546; sig. = 0.057), the two measures together indicate that the model on democratic leadership influencing project success was more suitable to the data. The following results were obtained:

Open communication was found to be a factor with a strong influence the project success. The results were statistically significant at $p= 0.000$, Wald = 10.913, and $\text{Exp}(\beta) = 13.897$. Moreover, a Wald statistic of 10.913 shows that open communication contributed highly to the increase of project success. Results further indicated that, when open communication increases by 13.897, the odds ratio is 1.961 inferring that, project success are 1.961 more likely to success. This is because as open communication increases, they tend to have more responsibilities, thus, they fully engage in increasing project success.

Team leader, the study revealed that it was found to be significant at $p= 0.002$, Wald = 2.501 and $\text{Exp}(\beta) = 2.674$. The model produced a Wald statistic of 2.501 which predicted that team leader contributes significantly to increase project success activities. Organisation staffs being efficiency in selecting good team leaders the probability of them being concerned in increasing project success by 2.674, it causes the odds to be 0.907 which indicates that efficiency in team leader are 0.907 likely to be influenced in project success.

The findings further indicated that focuses on people was another strong positive significant influence of project success at $p= 0.001$, and Wald statistic of 15.274 and an Exp (β) of 9.095. A Wald statistic of 9.095 demonstrated that focuses on people, significantly influenced the increase of project success. Exp (β) value indicated that an increase of focuses on people, the odds ratio is 2.989, implying that if leaders in the organisation focuses on people 2.989 more expected to increase project success. The positive significant influence explains that the higher the focuses on people the higher probability for increase in project success.

Basing on Logistic regression outputs (p values) showing significant influence, the null hypothesis that democratic leadership and have no influence to project success was rejected. This implies that organisation staffs involving in project success is due to several factors which are open communication, team leaders and focus on people.

Table 4.5: Democratic leadership in project success

Variables	B	S.E.	Wald	Df	Sig.	Exp(B)
Open communication	1.961	0.581	10.913	1	0.000*	13.897
Team leader	0.907	1.365	2.501	1	0.002*	2.674
Focuses on people	2.989	0.786	15.274	1	0.001*	9.095
Constant	19.054	4.269	15.866	1	0.000	0.000

Omnibus Tests of Model Coefficients (Chi-square = 202.567; sig. = 0.000); Log likelihood= 28.387^a; Cox & Snell R Square = 0.505, Hosmer & Lemeshow Test (Chi-square= 14.546; sig. = 0.057); Nagelkerke R Square = 0.903

4.6 Laisser-Faizeon in Project Success

Table 4.6 present that Leaders always try to understand the workers in providing permission and leaves, The study findings indicates that most of the respondents who are the employees have witnessed that their leaders or supervisors do provide them with leaves and permission when they needed it and in time. Mullin (2017) also

argued that laissez-faire leader consciously makes decision to pass the focus power to subordinates, and allow them has freedom of action “do as you think”. Jooste and Fourie (2019) design this leadership as permissive leadership which is based on the premise that followers are ambitious, creative, responsible and accept and achieve the goal together with organization.

The study findings indicates that most of the respondents who are employees most of them admit that they did ask for permit and got one in time which it was necessary that they had the leave. The study findings indicates that most of the respondents who are employees have stated that from leading one can obtain a good leader as their action are clearly seen in the leadership. The gradual replacement of personnel administration with human resource management results integration of leadership styles into effective employee management or performance (Iqbal et al, 2015). This demands leaders to adapt themselves to various situation when demand arise to ensure there is effective leadership (Heresy & Blanchard, 1988). Different leadership styles were used based on the amount of direction, decision making power and empowerment (Iqbal et al, 2015). When it comes to administration the leadership , situation and performance of employees are loosely connected and let to hang on their own (Iqbal et al, 2015). This has caused poor employee performance due to the lack of direction and strategic leadership in managing routine work.

The study findings indicates that most of the leadesr and supervisor in the NGO do know how to manage their groups and the employees in general in all their daily activities. Shafie et al. (2016) explains the importance of leadership in organizations

and especially on human beings who are apparently the biggest asset of any firm; “The main drivers of organizations are usually employees, they give life to the organizations and provide goals” (Shafie et al., 2016). It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organizations in realizing their set objectives. Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels. The study findings indicates that most of the respondents who are employees have witnessed that Laisser-faizeon influence the performance of the project. The study implies that for any project success the organisation needs to have good Laisser-faizeon leadership for the better performance. Laissez-faire leadership style, leader never intervenes the administrative processes and gives limitless freedom to the followers (Karip 2018). Laissez-faire leadership delegate and hands-off to allow group members to make their own decisions. Wu and Shiu (2019) argued that this type of leaders have little control over the employee, and enable employees to carry out their assigned tasks without direct supervision.

Table 4.6: Laisser-faizeon in project success

Variable	SD%	D%	N%	A%	SA%	Mean	Std. Deviation
Leaders always try to understand the workers in providing permission and leaves.	23.1	0	35.4	41.5	3.95	1.165	23.1
Leaders provide permission were necessary.	18.5	0	41.5	40	4.03	1.075	18.5
Good leader abstains from leading	16.9	0	41.5	41.5	4.08	1.050	16.9
Leaders know how to manage their workers.	21.5	0	43.1	35.4	3.92	1.108	21.5
Laisser-faizeon influence the performance of the project	23.1	0	41.5	35.4	3.89	1.134	23.1

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

In order to understand the Laisser-faizeon on project success, each respondent was asked to state the reason(s) for project success. five reasons were identified in response as responsible for being able to ensure increase in project success. They include permission and leaves, good leader and manage their workers (Table 4.7).

Binary logistic regression was conducted between laisser-faizeon and project success. The overall significance of the model was assessed using an Omnibus tests of model coefficients which produced a log likelihood 29.876, and omnibus tests of model coefficients (Chi-square 230.934, sig. 0.000), Nagelkerke R Square= 0.831; Cox and Snell R Square= 0.543 indicating a strong relationship between laisser-faizeon and project success; Hosmer and Lemeshow Test (Chi-square= 12.867; sig. = 0.053), the two measures together indicate that the model on laisser-faizeon influencing project success was more suitable to the data. The following results were obtained:

Permission and leaves were found to be a factor with a strong influence the project success. The results were statistically significant at $p= 0.002$, Wald = 10.897, and $\text{Exp}(\beta) = 12.776$. Moreover, a Wald statistic of 10.897 shows that increase permission and leaves contributed highly to the increase of project success. Results further indicated that, when permission and leaves increase by 12.776, the odds ratio is 1.867 inferring that, project success are 1.867 more likely to increase project success. This is because as permission and leaves increases, they tend to have more responsibilities, thus, they fully engage in increasing project success

Regarding the improve good leader, the study revealed that it was found to be significant at $p= 0.000$, Wald = 3.656 and Exp (β) = 2.987. The model produced a Wald statistic of 3.656 which predicted that improve good leader contributes significantly to project success activities. Having improve good leader the probability of increasing in project success by 2.987, it causes the odds to be 0.368 which indicates that improve good leader are 0.368 likely to be influenced in project success.

The findings further indicated that manage their workers was another strong positive significant influence of project success activity at $p= 0.000$, and Wald statistic of 14.887 and an Exp (β) of 9.456. A Wald statistic of 9.456 demonstrated that manage their workers, significantly influenced project success. Exp (β) value indicated that an increase of manage their workers the odds ratio is 2.876, implying that organisation having manage their workers were 2.876 more expected to increase project success. The positive significant influence explains that the higher the improve of manage their workers the higher probability for success of projects.

Basing on Logistic regression outputs (p values) showing significant influence, the null hypothesis that *laissez-faizeon* have no influence to project success was rejected. This implies that management involving in increase project success is due to several factors which are permission and leaves, good leader and manage their workers.

Table 4.7: Laisser-faizeon in project success

Variables	B	S.E.	Wald	Df	Sig.	Exp(B)
permission and leaves	1.867	0.887	10.897	1	0.002*	12.776
good leader	0.368	1.456	3.656	1	0.000*	2.987
manage their workers	2.876	0.976	14.887	1	0.000*	9.456
Constant	20.862	9.934	15.765	1	0.000	0.000

Omnibus Tests of Model Coefficients (Chi-square = 230.934; sig. = 0.000); Log likelihood= 29.876^a; Cox & Snell R Square = 0.543, Hosmer & Lemeshow Test (Chi-square= 12.867; sig. = 0.053); Nagelkerke R Square = 0.831

4.7 Bureaucratic Leadership in Project Success

The study findings indicates that most of the respondents who are employees have stated that good leaders knows the rules and regulation of leading their groups and the whole organisation employees in general for a better performance.

The study findings indicates that most of the respondents who are employees of NGO support that the ones who rule or lead by following rules and regulation of leading are the ones who can be counted or named as good leaders in the organisation. The study implies that for one to be a good lead should follow rules and regulations of leading when they are supervision an organisation.

The study findings indicates that most of the respondents who are the employees of the NGO have stated that in order to reach the goals of an organisation of project success the organisation should have impersonal leaders to lead other staffs. Yudelowitz, Koch and Field (2012) postulate that leadership is a quality, a culture, a role, a mind-set and a set of actions. Leadership encompasses everything that is necessary to induce a constructive change.

The study findings indicates that in order for a leader to be a good leader they should not be insecure in their general daily activities including decision making. According to (Adair, 2015) leadership is defined as the ability to make decisions, having energy, having a sense of duty; confidence; and pride in command; however Daft (2017) defines leadership as an influential relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Burke (2017) believes that without dynamic leadership, the project teams responsible for delivery of organisation objectives would be like a rudderless boat.

The study findings indicates that most of the respondents who are employees of the NGO responded that bureaucratic leadership can have a good influence to the project succession. The study implies that in order for an organisation to reach its goals of project success they should have bureaucratic leadership in their leading system. Runs projects “by the book”, ensuring the team follows procedures exactly. Some situations may call for this leadership style, such as a government contract or where regulatory requirements must be met.

Table 4. 8: Bureaucratic leadership in project success findings;

Variable	SD%	D%	N%	A%	SA%	Mean	Std. Deviation
Good leaders knows the rules and regulation of leading	3.1	3.1	16.9	43.1	33.8	4.02	0.960
Good leader follows the rules when leading	1.5	6.2	7.7	40	44.6	4.20	0.939
Impersonal leaders can lead a project to a success	1.5	7.7	18.5	33.8	38.5	4.00	1.016
A good leader should not be insecure	3.1	1.5	27.7	36.9	30.8	3.91	0.964
Bureaucratic leadership can have a good influence to the project succession	3.1	3.1	30.8	35.4	27.7	3.82	0.983

SD=Strongly Disagreed, D= Disagreed, N=Neutral, A= Agreed, SA= Strongly Agreed

In order to understand the bureaucratic leadership that led to project success, each respondent was asked to state the reason(s) for project success. Four reasons were identified in response as responsible for being able to ensure project success. They include rules and regulation of leading, leader follows the rules, Impersonal leaders and secure (Table 4.9).

Binary logistic regression was conducted between authoritarian and led to project success. The overall significance of the model was assessed using an Omnibus tests of model coefficients which produced a log likelihood 29.331, and omnibus tests of model coefficients (Chi-square 243.701, sig. 0.000), Nagelkerke R Square= 0.904; Cox and Snell R Square= 0.571 indicating a strong relationship between bureaucratic leadership and led to project success; Hosmer and Lemeshow Test (Chi-square= 15.329; sig. = 0.059), the two measures together indicate that the model on bureaucratic leadership influencing project success was more suitable to the data. The following results were obtained:

Rules and regulation of leading was found to be a factor with a strong influence the project success. The results were statistically significant at $p= 0.002$, Wald = 10.075, and $\text{Exp}(\beta) = 13.083$. Moreover, a Wald statistic of 10.075 shows that make decisions on their own contributed highly to the project success. Results further indicated that, rules and regulation of leading increases by 13.083, the odds ratio is 2.612 inferring that, rules and regulation of leading are 2.612 more likely to increase project success. This is because as rules and regulation of leading increases, they

tend to have more responsibilities, thus, they fully engage in increasing the project success.

Leader follows the rules, the study revealed that it was found to be significant at $p=0.003$, Wald = 2.531 and Exp (β) = 1.714. The model produced a Wald statistic of 2.503 which predicted that Leader follows the rules contribute significantly to project success. All leaders in the management when they follow the rules increase the probability of them being concerned in project success by 1.714, it causes the odds to be 1.567 which indicates that leader following the rules are 1.567 likely to be influenced in project success.

The findings further indicated that impersonal leaders were another strong positive significant influence of project success activities at $p=0.001$, and Wald statistic of 17.134 and an Exp (β) of 9.091. A Wald statistic of 9.091 demonstrated that impersonal leaders, significantly influenced increase of project success in an organisation. Exp (β) value indicated that an increase of impersonal leaders, the odds ratio is 2.3398, implying that project success was 2.398 more expected to increase its success. The positive significant influence explains that the higher the impersonal leaders the higher probability for the organisation to increase project success.

Secure was found to be a factor with a strong positive significance influence on increase to project success at $p=0.004$, Wald = 15.980, Exp (β) = 14.194 indicating that when secure increase by 14.194 the odd ration is 7.396 times as large and therefore organisation are 7.396 times more likely to ensure project success. This

showed that majority of respondents had full responsibility for at least 6 individuals to increase project success.

Basing on Logistic regression outputs (p values) showing significant influence, the null hypothesis that bureaucratic leadership have no influence on project success was rejected. This implies that organisation involving an increase in project success is due to several factors from the bureaucratic leadership.

Table 4.9: Bureaucratic leadership on project success

Variables	B	S.E.	Wald	Df	Sig.	Exp(B)
Rules and regulation of leading	2.612	0.702	10.075	1	0.002*	13.083
Leader follows the rules	0.532	0.321	2.503	1	0.003*	1.714
Impersonal leaders	2.398	0.509	17.134	1	0.001*	9.091
Secure	7.396	8.566	15.980	1	0.004*	14.194
Constant	16.602	4.209	16.393	1	0.000	0.000

Omnibus Tests of Model Coefficients (Chi-square = 243.701; sig. = 0.000); Log likelihood= 29.331^a; Cox & Snell R Square = 0.571, Hosmer & Lemeshow Test (Chi-square= 15.329; sig. = 0.059); Nagelkerke R Square = 0.904

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Chapter Overview

This part provides a discussion of the findings of the study on the influence of leadership style on project success of Elizabeth Glaser paediatric AIDS foundation NGO. The study specifically comprised of three objectives including determine the effect of authoritarian on project success of an NGO – Elizabeth Glaser paediatric AIDS Foundation, examine the influence of democratic leadership in project success of Elizabeth Glaser paediatric AIDS Foundation NGO, determine the effect of laissez-taizeon project success of Elizabeth Glaser paediatric AIDS Foundation NGO and examine the effect of bureaucratic on project success of Elizabeth Glaser paediatric AIDS foundation NGO. This study employed both quantitative and qualitative techniques for data collection. The study used includes all members and staffs of Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) a nonprofit organization dedicated to preventing pediatric HIV infection which includes 100 staffs in Arusha District.

5.2 Authoritarian in Project Success

The first objective of this study was to assess the influence of authoritarian leadership style in project success. Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (CabezaErikson, Edwards, and Van Brabant, 2018) Leaders are the one who control and take charge

of the operation of an organization and good leaders are able to set optimistic goals and objectives while steering the operation of the company towards those goals through effective strategies. The study implies that having leaders in an organisation which can make right decision and sometimes strong and right decisions which lead other employees will lead to a successful project that are conducted in the NGO. The study implies that having leaders in an organisation who focus on the tasks that they have can lead other employees will also lead to a successful project that are conducted in the NGO. Other than that, there is also another way to define a leader that has strong leadership. A characteristic of effective leaders is that they give a clear direction to their employees, and also lead their employees to commit to their jobs and to work as a group to achieve the organization's goals and objectives (Wasim, and Imran, 2010). The study also implies that having leaders in an organisation which can ensure all workers are focusing on the duties that they are given are more likely to increase the project success in the organisation. On the other hand, other opinions describe that the Project is critically affected by manager. Project Leadership controls the project success through teamwork knows via bone up the mildew put up by dint of Yang (2011).

5.3 Democratic Leadership in Project Success

The second objective of this study was to examine the effect of democratic leadership in project success. The study revealed that leadership, in these applications, is required to enhance successful project deliverables. With various leadership styles and methodologies this can be achieved. Kerzner (2018) states four elements, which are essential when exercising good project management leadership

methodologies, namely effective communication, effective co-operation, effective team work and trust. Leaders that wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other, for this is how people are able to create and discover new ways to think (Gilley, Dixon and Gilley, 2018), which produces a greater outcome for the organization and also encourages them to learn from different people the ways to improve themselves. The result implies that having team leaders who participate with their groups in acting and practicing each and every activity that they are provided will help to increase the possibilities of project success. Leadership and management are two different aspects, management is more like the traditional way of managing business, which the owner of the business has complete control of the organization, and will single-handedly establish a direction and direct their employees to do their work in accordance to the owner's instruction and plan.

5.4 Laisser-Faizeon in Project Success

The last objective of this study sought to examine the effect of Laisser-faizeon in project success. The study implies that employees when they need permit of leave they have a right to get the permit in time as they sometimes ask for permit because they have a problem they want to fix. Tarsik, Kassim and Nasharudin (2018) found that laissez-faire leadership style provides little or no direction and gives employees as much freedom as possible. Based on Cole (2005) laissez-faire leader seldom involved in work. The study implies that leaders and supervisors who are understandable that they provide leave and permit whenever it is necessary to the employees it create better working environment to the organisation which positively leads to the project

success of the organisation. The study implies that in the process of leading people on can obtain a good leader as they are seen in the way they perform their activities in the organisation. The historical perspective of leadership indicated that recently leadership is used as an effective management approach to manage large size organizations (Iqbal, Anwar & Haidar, 2015). The study implies that being able to manage your employees in the organisation in each and every matter is very important thing in the succession of the project as employees play a big part in every project success. Leaders who adopt the laissez-faire leadership style exercise little control over the followers and let the followers have the freedom to carry out their assigned tasks without direct supervision (Wu & Shiu, 2019).

5.5 Bureaucratic Leadership in Project Success

The last objective of this study sought to examine the effect of Bureaucratic leadership in project success. The study implies that having good leaders who are aware and understand the rules and regulation in general very well will help the organisation to meet its goals of successful project as the organisation is led under the rules and regulations that are needed. The study implies that for any organisation to meet its project success they need to have impersonal leaders to lead them and they are determined. Summers (2019) states that the aim of leadership should be to ensure that there is improvement of human beings as well as equipment, to improve quality standards, to ensure that there is a substantial amount of delivery; and to bring pride of workmanship to human beings. The study implies that organisation should ensure that the leaders who are responsible in leading and supervising other members they should not be insecure for the better performance of their daily

activities. Usually, though, this style is the refuge of insecure project managers who fear accountability for variations from the standards. Projects may benefit from variation from published standards, if those variations can be justified (Burke, 2017). A consistently bureaucratic leadership style may indicate poor ability to manage risk or apply the Intel value of Informed Risk-Taking.

5.6 Chapter Summary

This chapter discussed the study findings by comparing it with previous studies. It seems that the study findings to a greatest extent confirms the previous studies.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The main objective of the study was to assess the contribution of agency banking on financial performance of commercial banks in Moshi Municipality. This chapter therefore summarized the findings of the study as analysed and presented in chapter four basing on these study objective(s). This chapter also provides clear recommendations to decision on how banks will increase their financial performance. Furthermore, this chapter presents conclusion based on the study findings, recommendations and areas for further related research.

6.2 Summary of the Study

6.2.1 Authoritarian in Project Success

The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their leaders make decisions which lead then in different situation in their daily activities. The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their leaders make right decisions which lead then in different situation in their daily activities. The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their leaders do focus on the tasks that they have in their daily activities. The study findings indicates that most of the respondents who are the employees of the NGO they do appreciate and understand on how their Leaders

ensure all workers focus on the duties that they are given in their daily activities. The study findings indicates that most of the respondents who are the employees of the NGO they have admitted that most of their leaders do behave in a respective manner that can be a good example to all of employees in their daily activities.

6.2.2 Democratic Leadership in Project Success

The study findings indicates that most of the respondents who are NGO's employees have accepted that the flow of information concerning their organisation is very transparent through their leaders as the put open all the information that they have about their organisation and their working environment in general. The study findings indicates that most of the respondents who are NGO's employees have accepted that the flow of information and communication is of both sides that they are free to speak to the management of their organisation and have a right to be heard. The study findings indicates that most of the respondents who are NGO's employees have accepted that the team leaders in their organisation they fully show participation to their groups in each and every activity that they have being conduction together. The study findings indicates that most of the respondents who are NGO's employees have accepted that the all the leaders that they have they are well trained on how to concentrate of the working issues and problems that may be facing their groups or other employees in the organisation and solve the issues in a respective manner.

6.2.3 Laisser-Faizeon in Project Success

The study findings indicates that most of the respondents who are the employees

have witnessed that their leaders or supervisors do provide them with leaves and permission when they needed it and in time. The study findings indicates that most of the respondents who are employees most of them admit that they did ask for permit and got one in time which it was necessary that they had the leave. The study findings indicates that most of the respondents who are employees have stated that from leading one can obtain a good leader as their action are clearly seen in the leadership. The study findings indicates that most of the leaders and supervisor in the NGO do know how to manage their groups and the employees in general in all their daily activities. The study findings indicates that most of the respondents who are employees have witnessed that Laisser-faizeon influence the performance of the project.

6.2.4 Bureaucratic Leadership in Project Success

The study findings indicates that most of the respondents who are employees have stated that good leaders know the rules and regulation of leading their groups and the whole organisation employees in general for a better performance. The study findings indicates that most of the respondents who are employees of NGO support that the ones who rule or lead by following rules and regulation of leading are the ones who can be counted or named as good leaders in the organisation. The study findings indicates that most of the respondents who are the employees of the NGO have stated that in order to reach the goals of an organisation of project success the organisation should have impersonal leaders to lead other staffs. The study findings indicates that in order for a leader to be a good leader they should not be insecure in their general daily activities including decision making. The study findings indicates

that most of the respondents who are employees of the NGO responded that bureaucratic leadership can have a good influence to the project succession.

6.3 Conclusions

The study implies that having leaders in an organisation which can make decision and sometimes strong decisions which lead other employees will lead to a successful project that are conducted in the NGO. The study implies that having leaders in an organisation which can make right decision and sometimes strong and right decisions which lead other employees will lead to a successful project that are conducted in the NGO. The study implies that having leaders in an organisation who focus on the tasks that they have can lead other employees will also lead to a successful project that are conducted in the NGO. The study implies that having leaders in an organisation which can ensure all workers are focusing on the duties that they are given are more likely to increase the project success in the organisation. The study implies that leaders should an example to the organisation and to all employees in tames of the behaviour that they have and how they conduct their daily activities in the organisation.

The result implies that two ways flow of communication in the organisation help as I allow different views, ideas and advice from different levels of the organisation which will automatically help in project success. The result implies that having team leaders who participate with their groups in acting and practicing each and every activity that they are provided will help to increase the possibilities of project success. The result implies that having leaders who are capable of facing other

employees working issues and problems is so helpful as it allows a good working condition and leads to the project success of the organisation.

The study implies that employees when they need permit of leave they have a right to get the permit in time as they sometimes ask for permit because they have problem they want to fix. The study implies that leaders and supervisors who are understandable that they provide leave and permit whenever it is necessary to the employees it create better working environment to the organisation which positively leads to the project success of the organisation. The study implies that in the process of leading people on can obtain a good leader as they are seen in the way they perform their activities in the organisation. The study implies that being able to manage your employees in the organisation in each and every matter is very important thing in the succession of the project as employees play a big part in every project success. The study implies that for any project success the organisation needs to have good Laisser-faizeon leadership for the better performance.

The study implies that having good leaders who are aware and understand the rules and regulation in general very well will help the organisation to meet its goals of successful project as the organisation is led under the rules and regulations that are needed. The study implies that for one to be a good lead should follow rules and regulations of leading when they are supervision an organisation. The study implies that for any organisation to meet its project success they need to have impersonal leaders to lead them and they are determined. The study implies that organisation should ensure that the leaders who are responsible in leading and supervising other

members they should not be insecure for the better performance of their daily activities. The study implies that in order for an organisation to reach its goals of project success they should have bureaucratic leadership in their leading system.

6.4 Recommendations

The study identified both strengths and weakness related to leadership style and project success Recommendations were therefore made basing on the basis of key issues, particularly those negatively impacted project success making as listed.

- i) The study concluded that employees prefer a friendly working environment who also provides them with training and knowledge therefor, the study recommends that each team should be set up weekly meeting and motivation; Each of department should set up monthly meeting verify for the new issues and issue solved, Head of department should hold the quarterly meetings to get leadership feedback. The Company should hold a yearly meeting to give reward to the team or department who did the best performance, and focus more on weak team and get them on the right track.
- ii) The study found that having a good flow of communication in any organisation will lead to project success therefor the study recommends that employees and leaders should ensure to be more communication, in order to become closer relationship. All the branch leaders, managers, or executive need to work closer with the team as to know clearer about the condition for the daily, weekly and monthly process, at the same time, can be straightly to know about the work fall, directly to solve the issue of each of the team members

- iii) The study recommends that supervisors should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations. Supervisors should understand the values of the followers and try to build their departmental/ unit's business strategies, plans, processes and practices that will likely to improve the wellbeing of staff. Respect for individual is also very key in building a positive relationship between leaders and employees. Employees prefer to idealized attributes leadership behaviors from their supervisor because it can increase their level of performance. Employees would like to see more of idealized attributes in their supervisors; therefore, the supervisors should act to promote faith from their subordinates. They should connect with the working groups and the individuals beyond self-interest. A sense of confidence and power for the workloads should be displayed.
- iv) The study found that Organizations can develop certain training programs or mentoring by professionals for the supervisors and leaders. Professionals and trainers can use the results from the current study to develop training programs that support leadership development. Organization can provide leadership training program or interventions to improve supervisor's leadership. The leadership training program can be designed based on employee needs and organizational needs to achieve the very best from such particular programs. And also, psychological interventions are needed to clarify for the employees about the relationship with supervisors, and the impacts of leadership styles on loyalty employee performance, including leader's daily practice, leadership behaviors, and the importance of feedback. The organization and supervisors

should involve employees in decision making and leadership improvement and provide training and teamwork facilitation. In addition, policies and practices related to rewards or feedback system in the organizations can be adjusted to meet employees' needs in order to improve employee performance.

6.5 Suggestion for Further Areas of Studies

This study is concentrated on the contribution of leadership style on the project success of NGO. Further studies should be conducted on the influences of gender and personality on the perception of leadership behaviors were not investigated in this study, but they would influence the relationships between leadership styles and employee performance. Investigating the influence of gender differences on these variables may provide additional information for leaders to adjust leadership behaviors in the work processes to meet the needs of different demographic groups. So, a recommendation is to investigate the influence of demographic differences on the perception of leadership behaviors in order to develop leadership training programs. It is also important to examine the impact of leadership style on employee performance by considering a larger ample size including employees and managers from all the companies in the industry.

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APPENDICES

Appendix I: Research Questionnaire

My name is **FRIDA ELLY NGOLE** a master degree student at Open University I am conducting a study on *Impact of Leadership Styles on Project Success of NGOs. A Case of Elizabeth Glaser Paediatric Aids Foundation - Arusha Region*. I have identified you as potential respondent because you fall within the sample of my study and you possess valuable information which will be useful in the completion of this study. Your contribution is highly valued in making the study successful. Assurance is given that your personal information will be confidential.

SECTION A1: Preliminary Details

S/N	Item	Details / Responses
1	Questionnaire Number	
2	Date of Interview	
4	Gender (1= Male; 0=Female)	
5	Age (in number of years)	
6	Marital Status (1=Married; 2=Single; 3=Divorced; 4= Widower)	
7	Education Level (in years of studying)	

SECTION B: Impact of Leadership Styles and Project Success of NGOs

The following statements concern your attitude towards the gender differences (Authoritarian, Democratic leadership, Laisser-faizeon, Bureaucratic leadership and Transformative) in project success. Please rate the extent to which you agree or disagree with the following statements by making an “X” over the appropriate number on the 1 to 5 point scale next to the statement, where by **1 = Strongly disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly agree.**

B1. Authoritarian in project success

S/N	Statements	Scale				
		1	2	3	4	5
1	Our leaders can make decisions on their own					
2	Our leaders make right decisions even on their own					
3	Leaders do focus on the tasks that they have					
4	Leaders ensure all workers focus on the duties that they are given					
5	Leaders behave well as an example to the employees					
6	Authoritarianism to leaders influence the succession of the project					

B2. Democratic leadership in project success

SN	Statements	Scale				
		1	2	3	4	5
1	There is an open communication between leaders and workers					
2	The flow of communication flows on both sides					
3	In each group there is a team leader					
4	Team leaders do show participation to their groups					
5	All the leaders do focus on the workers in general in case of problems and other working issues					
6	Democratic leadership influences the performance of the project.					

B3. Laisser-faizeon in project success

S/N	Particular	Scale				
		1	2	3	4	5
1	Leaders always try to understand the workers in providing permission and leaves.					
2	Leaders provide permission were necessary.					
3	Good leader abstains from leading					
4	Leaders know how to manage their workers.					
6	Laisser-faizeon influence the performance of the project					

B4: Bureaucratic leadership in project success

S/N	Statements	Scale				
		1	2	3	4	5
1	Good leaders knows the rules and regulation of leading					
2	Good leader follows the rules when leading					
3	Impersonal leaders can lead a project to a success					
4	A good leader should not be insecure					
5	Bureaucratic leadership can have a good influence to the project succession					

B5: Transformative in project success

S/N	Statements	Scale				
		1	2	3	4	5
1	Leaders motivate staff appraisal in order to motivate them on their works					
2	Leaders perform staff appraisal meeting after every certain period of time					
3	New ideas in the organisation are rewarded.					
4	Gaps are identified from workers for the preparation of training					
5	Training and education to staffs are conducted frequently.					

THANK YOU FOR YOUR COOPERATION

APENDIX II: Research Clearance Letter**THE OPEN UNIVERSITY OF TANZANIA****DIRECTORATE OF POSTGRADUATE STUDIES**

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Our Ref: PG202086995

19th September 2022

Manager,

Elizabeth Glaser Pediatric Aids Foundation,

P.O.Box 1628,

ARUSHA.

RE: RESEARCH CLEARANCE

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.

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 **Ms. NGOLE, Frida Elly, Reg No: PG202086995** pursuing **Master of Project Management (MPM)**. We here by grant this clearance to conduct a research titled **“Impact of Leadership Styles on Project Success of NGOS: A Case Study of Elizabeth Glaser Pediatric aids Foundation - Arusha Region”**. She will collect her data at your area from 20th September 2022 to 20th October 2022.

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,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.