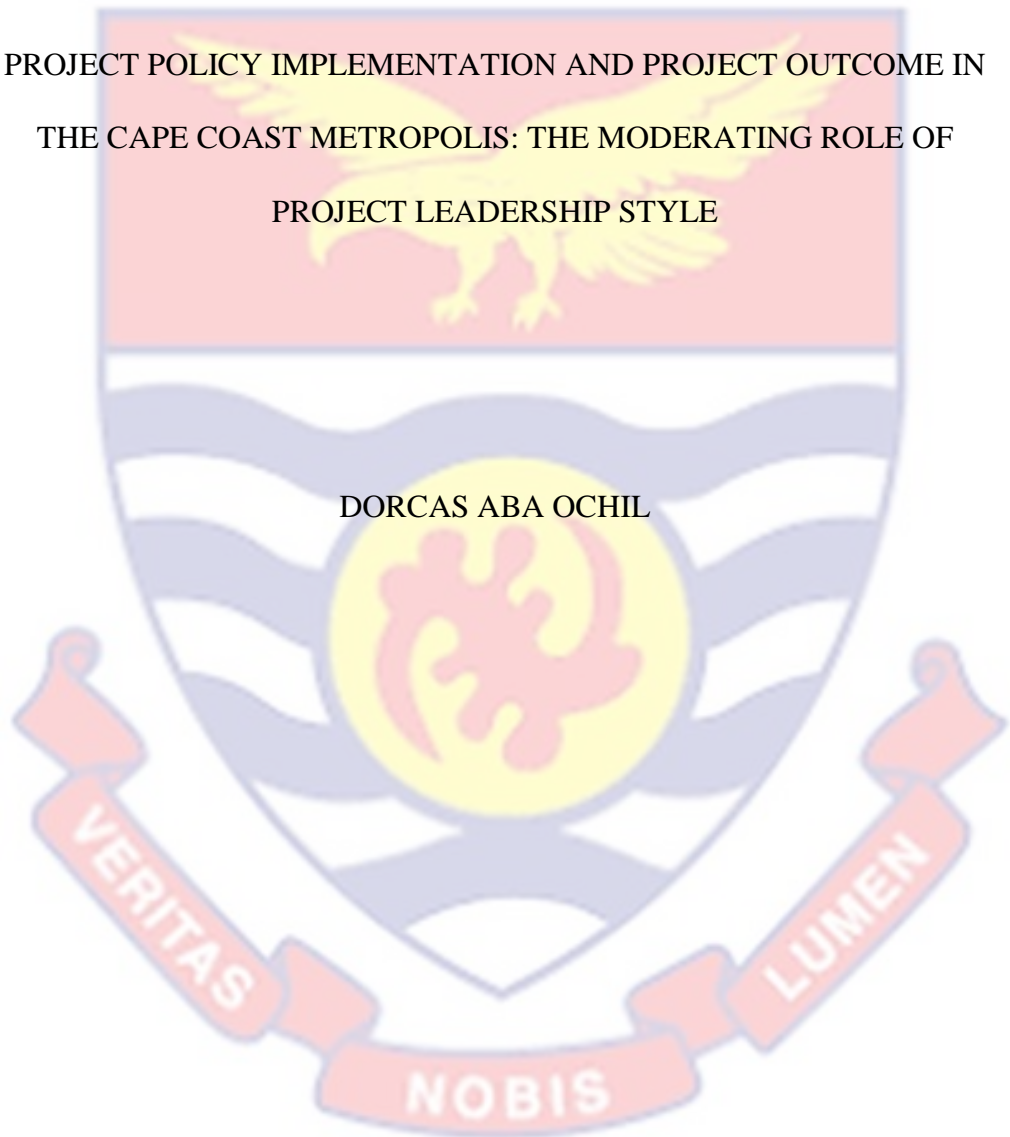


UNIVERSITY OF CAPE COAST

PROJECT POLICY IMPLEMENTATION AND PROJECT OUTCOME IN  
THE CAPE COAST METROPOLIS: THE MODERATING ROLE OF  
PROJECT LEADERSHIP STYLE



DORCAS ABA OCHIL

2022

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THE CAPE COAST METROPOLIS: THE MODERATING ROLE OF  
PROJECT LEADERSHIP STYLE

BY

DORCAS ABA OCHIL

Thesis submitted to the Department of Marketing and Supply Chain  
Management, School of Business, College of Humanities and Legal Studies,  
University of Cape Coast, in partial fulfilment of the requirements for the  
award of Master of Commerce degree in Project Management

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## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: ..... Date: .....

Candidate's Name: Dorcas Aba Ochil

### Supervisor's Declaration

I hereby declare that the preparation and presentation of this thesis was supervised in accordance with the guidelines and supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature..... Date: .....

Supervisor's Name: Dr. Dominic Owusu

## ABSTRACT

Due to the numerous reports about failed government projects in Ghana, this study sought to assess the influence of project policy implementation and leadership styles on project outcomes within the Cape Cost Metropolitan Assembly (CCMA). The study was guided by three objectives and five hypotheses. The objectives were to (1) examine the effect of project policy implementation on project outcomes, (2) examine the effect of project leadership styles on project outcomes and (3) test the moderating role of project leadership styles in the relationship between project policy implementation and outcomes. The study provided the theoretical justifications by using the Resource Base View (RBV) theory and the situational leadership theory, followed by a review of previous studies to provide a basis for the current study. Using the explanatory design and a quantitative approach, primary data was collected from 97 project leaders who had worked on government projects within the CCMA between 2010-2020. The study employed the Partial Least Square – Structural Equation Modelling (PLS-SEM) approach to analyse the data collected based on the study's objectives. The results revealed that project policy implementation and the transformational leadership style positively enhances project outcomes while the transactional leadership style adversely affects project outcomes. The study concluded that leadership style does not moderate the relationship between project policy implementation and project outcomes within the CCMA. It is, therefore, recommended that project organisations formulate and implement clear policies to guide the execution of projects. In addition to that, project leaders should be admonished to employ the transformational leadership style so as to increase the success rate of projects within the metropolis.

**KEY WORDS**

Project Leadership

Project Outcomes

Project Policy

Project Success

Transactional Leadership

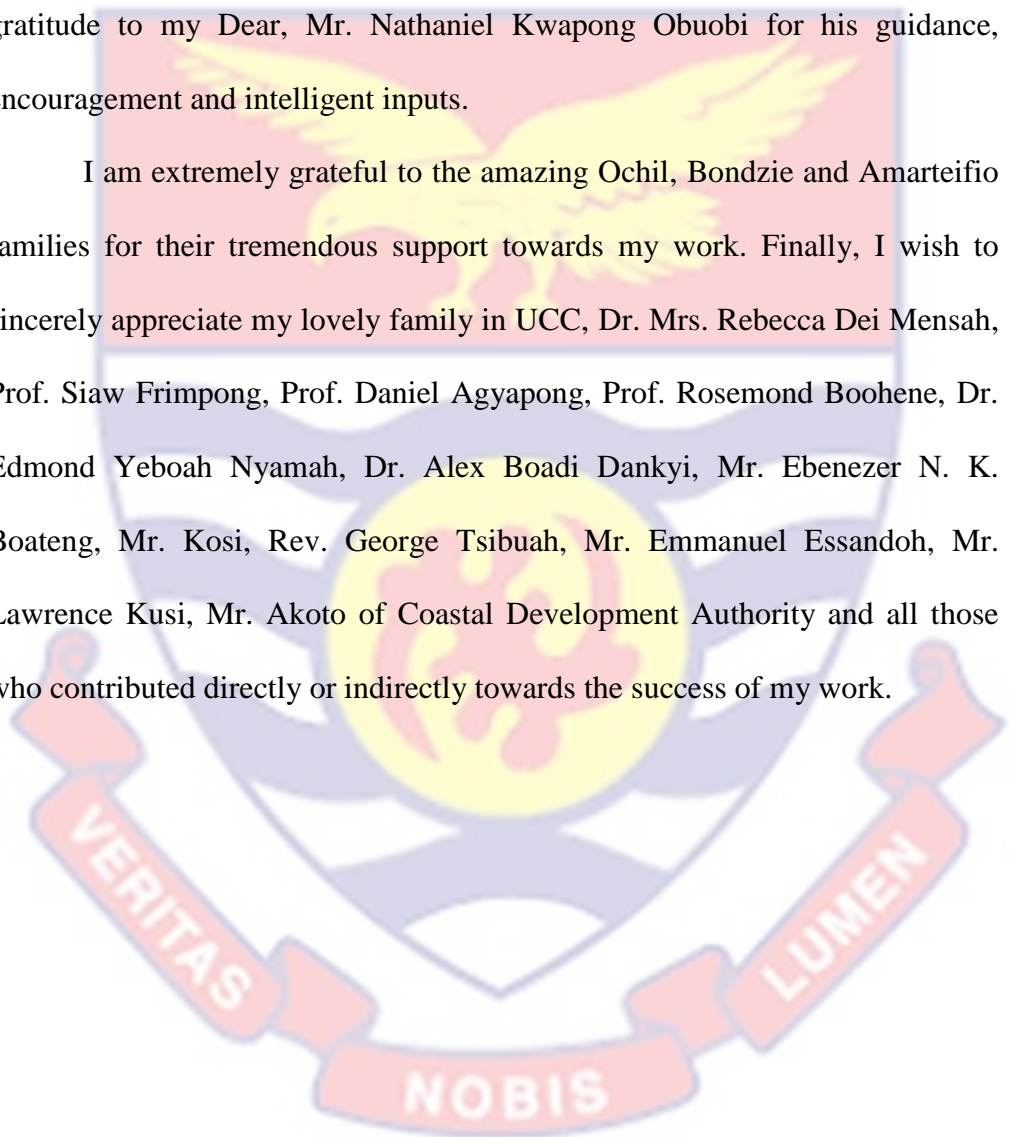
Transformational leadership



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## DEDICATION

To Mr. George and Mrs. Dorothy Amfo- Antiri for their prayers,  
encouragement and massive support



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## LIST OF ACRONYMS

APM	Association of Project Management
AVE	Average Variance Extracted
CCMA	Cape Coast Metropolitan Assembly
CR	Composite reliability
HTMT	Heterotrait-Monotrait
ICT	Information Communication and Technology
ISD	Information System Development
KPMG	Klynveld Peat Marwick Goerdeler
LMX	Leader Member Exchange
PCA	Principal Component Analysis
PLS	Partial Least Squares
PMI	Project Management Institute
PO	Project Outcomes
PP	Project Policy
RBV	Resource-Based View
SEM	Structural Equations Modelling
UAE	United Arab Emirates
VIF	Variance Inflation Factors

## CHAPTER ONE

### INTRODUCTION

In managing projects, every project leader or manager expects to have a successful outcome. However, construction project failure has been highlighted in the contemporary world as a trending issue other than an exceptional one. Particularly for Ghana, the rate of failure for construction projects is quite alarming. Projects in the public space have stalled for various reasons. Several factors can be associated with the rate of construction project failure in Ghana. Among other factors, projects policies can play an influential role in determining the outcome of the construction project. It is believed that well laid down construction project policy on the project can lead to a successful outcome. Furthermore, the style of the leader is also paramount in fostering the desired outcome of the project. In this regard, this study sets out to examine how project policy implementation influence the outcome of a project and also test the moderating role of project leadership style in this nexus in Ghana.

#### **Background to the Study**

Construction project outcome has received tremendous attention in the project management literature in recent times (Damoah, 2015). Contemporary construction projects are intensely planned, strongly implemented and thoroughly observed using modern management techniques and innovative technological tools; yet about 60% of these construction projects fail on meeting their expectations (Taherdoost & Keshavarzsaleh, 2016). According to the Project Management Institute (PMI) (2019), in 2018, about 70% of the total projects were able to meet their original project goals, meanwhile about



60% of the projects were completed within the original budget. The KPMG Project Management Survey (2020) further revealed that 25% of global projects were delivered successfully, and 52% of projects were delivered to the satisfaction of stakeholders in 2020. Also, 51% of those projects met its original goal and business intent while 42% of them were delivered within the expected time with 40% of those projects were likely to be delivered on budget.

On a continental level, Ika and Saint-Macary (2014) revealed that African projects are often late and overbudgeted, with their project failure rate being in excess of 50%. Okereke (2017) also reported that Africa loses significant amount of money due to government construction projects. Examples are cited of the failure of Egypt's \$90billion South Valley project, failures in the telecommunications industry in South Africa, Nigeria's failed renewable energy projects, among others. Another study by Gbahabo (2017) further revealed that the high incidence and magnitude of project cost overruns and schedule delays in Sub-Saharan Africa remain unabated and further complicates the poor infrastructural situation of the region. More so, project overruns of cost and time has been identified as the significant factor responsible for project abandonment and high incidence of contract failure in the region (Okereke, 2017).

Particularly for Ghana, it is reported that the rate at which project fails is high and alarming, with one out of every three infrastructural development projects failing or being challenged to achieve either of the three constraints of cost, time and scope (Amponsah, 2013; Damoah, 2015). Ofori-Kuragu, Owusu-Manu and Ayarkwa (2016) also suggested that most projects in Ghana

do not meet expected targets in terms of time, cost and quality as prescribed by the project stakeholders. Also, the final outcome of these projects is sometimes unsatisfactory (El Emama & Koru, 2008; Kappelman, McKeeman & Zhang, 2006). Akomah, Zakari and Ayeh (2020) further assert that most construction projects experience cost overrun and therefore exceed contract estimate. According to Amoatey et al., (2015), the input of construction projects by the government cannot be underestimated as it serves as the basis for the remaining economy to grow.

In this line of enquiry, project outcome is therefore described as the attainment of project goals and particular measures, demonstrated in the success requirements and evaluated at the time of project closure (Müller & Judgev, 2012). According to Project Management Institute (2013), the three basic project success constraints include schedule, budget and scope. However, it is unfortunate most projects are not able to meet the basic success constraint (Müller & Judgev, 2012; Lehtonen & Martinsuo, 2016). Project success is viewed as the definitive goal pursued by both primary and secondary stakeholders in project management.

Practitioners and scholars alike continue to investigate the factors that impact project outcomes. A number of these factors have been revealed to include goal clarity, user engagement, management support, realistic expectations, time management, authority delegation, effective leadership, change management, project risk and quality, project policy, proper planning and project complexity (Moohebat, Asemi, & Jazi, 2010; Nasir & Sahibuddin, 2011; Durmic, 2020; Gemino, Reich, & Serrador, 2020; Handzic, 2017; Luo, Mao, Zhuang, Fan, & Haugen, 2017). Obviously, most projects fail to succeed

due to lack of organizational culture and leadership instead of poor management and planning (Al-Qubaisi, 2015). More so, extant literature in the last four decades have highlighted a variety of project success factors even though the success criteria also keep increasing (Josline & Muller, 2016; Durmic, 2020).

Corollary to this, scholars (Durmic, 2020; Gemino, Reich, & Serrador, 2020; Handzic, 2017) have begun to broaden the scope of likely success factors and have focused on the structural features (goal clarity, user engagement, management support, time management, authority delegation, effective leadership, change management, project risk and quality, project policy, proper planning and project complexity) of the project context and its effects on project success. A leading factor that is evolving in the literature is the project policy's impact on project outcomes (Biesenthal & Wilden, 2014). Müller and Lecoivre (2014) identified the structural features needed for successful project implementation and highlighted project policy as one of them. The nascent literature has also highlighted the influence of project policies on project outcomes (Bekker & Steyn, 2008; Hirschey, Kose & Anil, 2009).

A project policy is a policy guideline or document that provides the framework, rules, structures, protocols, relations and systems of which decisions are made throughout the lifecycle of the project to accomplish the objectives of that project (Dehli & Mahalingam, 2020). It is “the use of systems, structures of authority, and processes to allocate resources and coordinate or control activity in a project” (Pinto, 2014 p.643). Project policy also delineates how uncertainties arising from the execution of the project

would be dealt with. Furthermore, it also mediates and provide mechanisms on how divergent views and issues on a project must be addressed (Li, Han, Luo, & Zhang, 2019).

Nonetheless, the policy may also put some constraints in the way of the project leader or manager during the project implementation phases. The project policy is developed before the construction project leader is selected and little or no input is taken from him/her, which may further hinder his/her performance (Josline & Muller, 2016). In as much as the project policy can constrain a project manager or team, an effective leader can maneuver his or her way around the project policy to bring the best out of the project. The argument here is that, the leadership style adopted by the project manager could be a plausible difference between how the project policy implementation affects the project outcome. For instance, the leader could deploy his or her leadership style to lure the followers to give off their best, even under the dire constraints of the project policy.

A comparative analysis of leadership research can lead to a conclusion that there are different theoretical approaches to leadership (Northouse, 2014; Avolio, Walumbwa & Weber, 2009; Hickman, 2009; Bryman et al., 2011; Antonakis, Day & Schyns, 2012). Leadership is an ongoing relationship; the interaction between an individual and a group of individuals known as followers. A necessary segment of leadership is the existence of a goal that must be common to the group or perceived by the group as mutual (Mirčetić, 2018; Vujić, Novaković & Karabašević, 2019). The project leader is therefore a key player in defining the outcome of projects.



Critical success factors identified by the Association of Project Management (APM) propose that effective leadership is a key factor to successful delivery of project and can therefore not be under emphasized in projects (Banihashemi, Hosseini, Golizadeth & Sankaran 2017). Leadership, when it is considered at a project level, is regarded as more complex as compared to the organizational level and therefore the leader's style is germane for the outcome of the project. Project team members are also bonded for a short period of time in a limited scope. Therefore, least motivated followers can lose focus within that period of time (Rehman, Shahzad, Farooq & Javaid, 2020).

Researchers such as Shenhar, Dvir, Lechler, and Poli (2002), Oreg and Berson (2019), Banihashemi et al., (2017) have proposed that leadership is a salient facet of project management since it has a direct effect on the outcome of project. Englund and Graham (2019), Caillier (2017) and Handzic (2017) have discovered the need for further studies on project leadership for both empirical and theoretical reasons. Georghegan and Dulewicz (2008) and Anantatmula (2010) further emphasized that leadership style and personality traits are salient to look at in determining the outcome of a project. In reviewing literature in relation to the types of leadership styles and their influence in a contemporary project setting, it is discovered that the most prominent styles of leadership are the transformational and the transactional leadership styles (Bass, 1985). These leadership styles come with their own merits and demerits and suits different situations and contexts to influence the outcomes on projects.

From a theoretical perspective, the resource base view (RBV) theory suggests that organizational resources are the key drivers of competitive advantage. These resources can be both tangible and intangible. Intangible resources such as leadership competencies and structural features in an organization can enhance organizational performance if they are favourable. Drawing from the RBV theory, the study argues that project policies and leadership styles are key resources in a project organization that can determine the outcome of projects.

In this line of discourse, this study contends that, apart from the project policy's impact on a project outcome, the style of the leader is also crucial for the success of the project. This study therefore seeks to investigate the relationships between project policy implementation, leadership style and project outcomes in Ghana, by testing the moderating role of each contemporary leadership style on the relationship between project policy implementation and project outcomes.

### **Statement of the Problem**

Project outcomes have been a dominant theme in the literature of project management in recent times (Kamau, Rambo & Mbugua, 2020). This is because most projects around the globe, and especially government projects, have been hit by several setbacks that hinders the attainment of the project objectives (Damoah, & Kumi, 2018). Empirical literature suggests that, the extent of project failure recorded in developing countries exceeds that of developed countries (Damoah, 2015; Eja & Ramegowda, 2020; Ogwueleka, 2011). The menace is not different in Ghana, as Damoah (2015) asserts that Ghana losses huge sums of money due to project failures in the public sector.



It is also reported that the rate at which projects fail is high, with one out of every three infrastructural development projects failing or being challenged to achieve either of the three constraints of cost, time and scope (Amponsah, 2013; Damoah & Kumi, 2018).

The Cape Coast Metropolitan Assembly (CCMA), which doubles as the central regional capital, as seen as a massive improvement in its social and economic infrastructure. The metropolis has attracted several government constructions projects during the last decade such as the sports stadium, road infrastructure, the new Kotokuraba market, schools, toilet facilities, sea defense walls, community centres among others (Akomah, Zakari & Ayeh, 2020). These projects caused the government and the CCMA huge sums of money. However, some of these do not meet the three success criteria of cost, scope and time (Akomah, Zakari & Ayeh, 2020). Some projects in the metropolis have stalled while others have over lived their expected durations. Evidence from the CCMA Medium Term Development Plan (2018 - 2021) and the 2020 and 2021 national budget statement and Economic Policy of Government also indicated that several government projects are completed or ongoing while others have not yet commenced in the metropolis. This stifles the development in the Metro and also impacts government finances negatively.

The success or otherwise of these projects is determined by several factors. Literature has explored some of these factors extensively while the others have received less attention (Durmic, 2020; Gemino, Reich, & Serrador, 2020; Handzic, 2017). Key among these factors are the structural role project policies play to determine the outcome of a project and the

position of the project leader in influencing project outcomes. Generally, few studies have explored the effects of project policy implementation on project outcomes, albeit in foreign jurisdictions (Durmic, 2020; Josline & Muller, 2016; Amzaleg, Azar, Ben-Zion, & Rosenfeld, 2014; Bekker & Steyn, 2008; Hirschey, Kose, & Anil, 2009).

Majority of the studies confirm a positive association between project policy and project outcomes; however, the literature on how project policy implementation impacts the outcome of projects, especially in Ghana is very scanty and limited. Furthermore, the effect of the project leader's style on project outcome, especially government projects, has also not received much attention in the Ghanaian context. Some existing studies advocate a direct association between both the transformational and transactional styles of leadership and project outcome (Gundersen, Hellesøy & Raeder, 2012; Aga, 2016; Yang, Huang & Wu, 2011). Others also report a negative or sometimes insignificant impact of leadership style on project outcomes (Hinkin & Schriesheim, 2008; Caillier, 2017; Mirza & Javed, 2013). Nevertheless, such relationships are less tested in literature within the Ghanaian setting.

Besides, other studies looked at the relationships partly; for instance, Aga (2016) studied the relation between transactional leadership style and project outcome, but then, only for a specific dimension, thus, contingent reward out of the entire three aspects of the transactional style of leadership. Aga, Noorderhaven, and Vallejo (2016) also studied one component of a project policy (goal clarity) on project outcomes. However, no study has examined the moderating role leadership style can play in determining how the project policy influences the project outcomes.

As a novelty, this study employs two contemporary leadership styles (transformational and transactional) to study the moderating role of project leadership styles in the relationship that exists between project policy implementation and project outcome in Ghana focusing on government construction projects within the CCMA. The transformational and transactional leadership styles were chosen simply because both styles have gained specific attention in the field of project management research owing to their significance to projects and the management of project in the contemporary world (Yang et al., 2011).

### **Purpose of the Study**

The purpose of this study was to examine the relationships between project policy implementation, project leadership styles and project outcomes in the Ghanaian context.

### **Research Objectives**

The specific objectives of this study are to;

1. analyse the effect of project policy implementation on project outcomes.
2. examine the impact of leadership style on project outcomes.
3. investigate the moderating role of leadership styles on the relationship between construction project policy implementation and project outcomes.

### **Research Hypotheses**

H<sub>10</sub>: There is no statistically significant relationship between project policy implementation and project outcomes.

H<sub>11</sub>: There is a statistically significant relationship between project policy implementation and project outcomes.

H2A<sub>0</sub>: There is no statistically significant relationship between transformational leadership style and project outcomes.

H2A<sub>1</sub>: There is a statistically significant relationship between transformational leadership style and project outcomes.

H2B<sub>0</sub>: There is no statistically significant relationship between transactional leadership style and project outcomes.

H2B<sub>1</sub>: There is a statistically significant relationship between transactional leadership style and project outcomes.

H3A<sub>0</sub>: Transformational leadership style does not moderate the relationship between project policy implementation and outcomes.

H3A<sub>1</sub>: Transformational leadership style moderates the relationship between project policy implementation and outcomes.

H3B<sub>0</sub>: Transactional leadership style does not moderate the relationship between project policy implementation and project outcomes.

H3B<sub>1</sub>: Transactional leadership style moderates the relationship between project policy implementation and project outcomes.

### **Significance of the Study**

The study examines the moderating role that project leadership styles plays in the relationship between project policy implementation and project outcomes. The study has important implications for policy makers, project management professionals, academicians and literature. The findings from the study provides both social, practical and empirical relevance to key stakeholders. Socially, this study would expatiate on how the leadership style adopted impacts the implementation of the project policy and governance directives that would later lead to an expected outcome on government



projects. It would help project organisations, government entities and other key stakeholders to make sound decisions pertaining to their choice of project leaders and managers, leadership styles adopted and project policy to achieve the most results for their various projects.

More so, the findings would serve as necessary inputs for policy makers and implementers to enhance the formulation of project policies to guide government project execution. Key stakeholders would be in the position to ascertain the implications of implementing project policies and how they affect the overall outcome of the project. Empirically, the study adds some novelty to existing literature by examining the effects that construction project policy has on project outcome and further employed two contemporary project leadership styles (transformational and transactional) as moderating variables. Finally, the use of the structural equations modelling in the analysis also supports its growing patronage in the project management literature.

#### **Delimitation of the Study**

This study focused on the Cape Coast Metropolitan Assembly (CCMA) and the units of analysis was the project managers, contractors, and project team leaders who have worked on government projects in the metropolis within a period of 10 years (2010 – 2020). The study measured project outcome by employing both project success and failure criteria cited from previous literature while project policies were proxied using the project governance measures, policy guidelines and directives of a project from prior studies. The project leadership style is measured using two contemporary approaches of leadership, that is, transformational leadership and transactional leadership styles.

### **Limitations**

Since the study's scope focused on government projects in CCMA, there was the likelihood that some key stakeholders would refuse to disclose sensitive information which would enrich the study and also augment the validity and reliability of the research data. In dealing with this challenge, confidentiality and anonymity of respondents were assured. Again, the project leaders evaluated their own style of leadership rather than being assessed by team members. It is therefore likely that response bias was introduced by the respondents.

However, this was catered for by providing neutrally worded questions in the questionnaire without respondents providing their identity. Due to the dispersed nature of the respondents, the data collection phase was expected to pose a huge challenge to the study as the researcher has to conduct several follow ups on the respondents to have the questionnaire completed and submitted. There was also the likelihood of non-response from the sampled participants due to their schedules. The researcher used google forms for the data collection, coupled with several follow up calls, which helped to mitigate this problem to the barest minimum.

### **Definition of Terms**

**Project Outcome:** This is described as the attainment of project goal and subjective measures, manifested in the success standards and evaluated at the closure of a project.

**Project Policy:** A project policy is a policy document that provides the framework, rules, structures, protocols, relations and systems of which



decisions are made throughout the lifecycle of the project to accomplish the objectives of that project.

**Transformational Leadership style:** It is a means of activating positive change in the followers of a leader by acting in the best interests of the followers.

**Transactional Leadership style:** This is a type of leadership style which is practiced with an exchange process, whereby leaders indulge their team members or followers with regards to completing their contractual commitments in an effective and an efficient manner.

### **Organization of the Study**

This study is well organized in five (5) chapters. The background to the study, statement of the problem, research objectives, research questions and the significance of the study were captured under Chapter One. Chapter Two reviewed the relevant literature on the theoretical perspective of project leadership, policy and outcomes and also reviewed some relevant empirical studies on the subject matter. Chapter Three focused on the Research Methods. It described the research philosophy, design, approach, study area, the target population, the sampling technique adopted, sample size, the research instruments used, data and sources, data processing and analysis, the ethical issues arising from the research, and the challenges from the fieldwork. Chapter Four emphasized on Results and Discussion while Chapter Five looked at the Summary, Conclusions and Recommendations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The purpose of this chapter is to review the existing literature with regards to project policy, project leadership and project outcome and provide the theoretical background for the study. A methodical assessment of existing publications helps researchers in finding the existing body of knowledge and stimulating inspirations for further studies (Mok, Shen & Yang, 2015). This serves as a basis for developing a theoretical framework and an extensive review of empirical literature. The first part of this chapter talks about the theoretical review, followed by the conceptual review, empirical review, conceptual framework and then finalize with the summary of the chapter.

#### Theoretical Review

The section therefore discusses the theories underpinning the study. The primary theory for the study is the resource view theory and the supporting theory is the situational leadership theory.

#### Resource-Base View Theory (RBV)

RBV theory, as propounded by Wernerfelt (1984) is a strategic management theory. However, it is extensively used by project leaders and project managers (Almarri & Gardiner, 2014). The theory examines the links between a firm's internal features and processes, and its performance. "The resource-based view provides an explanation of competitive heterogeneity based on the premise that close competitors differ in their resources and capabilities in important and durable ways" (Helfat & Peteraf, 2013, p. 997). The theory also contends that resources are scarce; nevertheless, they are the

key drivers of competitive advantage, specifically in project management context (Almarri & Gardiner, 2014).

RBV further argues that resources must have specific characteristics to generate advantage sustained competitive advantage over other firms. These resources must be valuable, rare, inimitable and non-substitutable (Barney, 2001). As a result, the capacity to have these resources available can have effect on a firm's competitive advantage (Wu, 2010; Almarri & Gardiner, 2014; Ghapanchi, Wohlin, & Aurum, 2014). It is clear that, organizational outcomes and competitive advantage are sturdily influenced by the firm's available resources which includes both tangible and intangible resources: therefore, there could be a strong relationship between a project organisation's outcomes and resources (Ghapanchi et al., 2014).

Killen, Jugdev, Drouin and Petit (2012) argue that the intangible resources of a project organization such as project policies, team members capabilities, goodwill and team leader competence among others are more likely to satisfy the requirement of being rare and inimitable in project management settings. Such resources sustain the firms and also help the firms achieve their expected outcome. A firm's strategic resources may not always be visible; examples include quality, reputation, managerial skills, brand recognition, patents, culture, technological capability, customer focus, and superior managerial skills (Jugdev, 2004).

Project organizations develop some kind of capabilities (human resources) which can be challenging to emulate in project management and this is directly related with the project's outcome. Such resources offer the firm competitive advantage over others (Almarri & Gardiner, 2014). The

resources can be either material and immaterial (Killen, Jugdev, Drouin, & Petit, 2012; Almarri & Gardiner, 2014). This confirms that project success is largely dependent on resources and these resources are valuable to the project firm. Intangible resources such as the project policies and leadership styles of project leaders in a project organization are key resources that offer the firm a competitive advantage and positive performance outcomes. These resources are highly valuable to project firms in achieving favourable project outcomes (Hulland, Wade, & Antia, 2007).

Despite the advantages offered by the RBV to practitioners and scholars alike, the theory has been under attack by opponents claiming that there is an overenthusiasm for what the theory can deliver, especially concerning a lack of criteria for generalizability and definitional ailments (Almarri & Gardiner, 2014). However, the Resource-Based View has relevance to project management because it emphasizes the less tangible human and organizational assets that also involve social and intellectual capital. This theory is applied to this study since it concentrates on resources (which involves leadership capabilities and styles in project and project policies) and how it influences organizational outcomes (project outcome). The study focused on the effect of project policy implementation on project outcome with project leadership style playing a moderating role.

### **Situational/Contingent Leadership Theory**

Leadership theories in which the leader adapts to situational factors can be subsumed under contingent theories of leadership (Fielder, 1978). The originator of contingent leadership theory, Fred Fielder, developed this theory based on analyzing the effectiveness of hundreds of leaders and their styles



depending on the situations in which they found themselves. In his Leadership Contingency Model, Fielder (1978) recommended that three significant situational variables determine whether a given situation is good for the leader or not. A personal relationship with group members (leader-member relationship), the degree of complexity of the task to be completed (task structure) and the power and authority that their position brings (position power). It is also suggested that the personality of a leader, the maturity of followers and the needs of the environment determine the leadership style to follow (Zulch, 2014).

Leadership contingency model has been further developed into situational leadership theory (Hersey, Blanchard & Natemeyer, 1979). According to the situational theory of leadership, a leader exercises a particular form of leadership based on the current circumstance. Situational leadership stresses on leadership in diverse situations. The foundation of the theory is that different situations demand different kinds of leadership styles. An effective leader will be able to adapt a style or combination of styles of leadership to suit the circumstances (Zulch, 2014). Selecting the most effective leadership style for various situations requires the ability to assess situations correctly and applying the appropriate styles (Chin, 2010). Here the leader does not stick to one particular leadership style. The theory proposes that effective leadership necessitates a comprehensible understanding of the situation and a suitable response, rather than a compelling leader with a large group of dedicated followers (Grint, 2011).

One to become an effective leader requires that the person acclimatize his or her style to the demands of different situations. Situational leadership



emphasizes that leadership is composed of directive and supportive dimensions, and each dimension has to be applied properly in a given situation (Northouse, 2016). For leaders to be effective and efficient, it is vital that they determine where subordinates are on the developmental continuum and adapt their leadership styles so they directly match their style to that development level (Northouse, 2016). In a given situation, the first task for a leader is to determine the nature of the given situation. Questions which are mostly addressed are: Which type of subordinates are involved in the team? How complex is the task in a given situation? Are the subordinates skilled enough to accomplish the task? Do they have the desire to complete the task once they start it? Answers to these questions will help leaders to identify exactly the type of leadership style to adopt in a given situation.

The leading criticism that can be directed at situational leadership concerns the ambiguous conceptualisation in the mode of subordinates' development levels. The authors of the model do not make clear how commitment is combined with competence to form four distinct levels of development (Yukl & Mahsud, 2010). Again, Norris and Vecchio (2012) confirms that situational leadership can also be criticized from a practical stand point because it does not fully address the issue of one to one versus group leadership in an organisational setting. Despite these shortfalls, it is contended that situational leadership provides a straightforward approach that is easily used thus, it is described at an abstract level that is easily grasped. The ideas behind the approach are quickly acquired. In addition, the principles suggested by situational leadership are easily to apply across a variety of settings, including organisations, institutions and firms.

Linking the theory to the study, it is realized that the project manager observes the different forms of construction projects and its policies which serves as a guiding principle before adopting a particular leadership style. The theory suggest that the maturity level of team members involved in a project and their experience also influence the style of leadership to be adopted by the project leaders. The nature of the policies within a project organization may and can determine the type of style the project leader adopts. A clearly stated project policy calls for minimum supervision by a project leader whilst a vague stated policy would call for a close supervision by project leader (Dehli & Mahalingam, 2020).

### **Empirical Review**

This section reviews literature on existing works on project policy implementation and project outcome factors and the moderating role project leadership styles plays between project policy and outcome.

### **Project Policy Implementation and Project Outcomes**

In managing projects, there is the need for a clear demarcation of guidelines within which the objects of the project can be evaluated (Müller, 2017; Roe, 2015). These guidelines are contained in a project policy document. Dehli and Mahalingam (2020) contextualized project policy as a policy document that provides the framework, rules, structures, protocols, relations and systems within which decisions are made throughout the lifecycle of the project to accomplish the objectives of that project. The effectiveness of the implementation of these policy document can go a long way to affect the outcome of the project.

A study by Juslin and Muller (2016) depicted the relationship between project policy or governance and project success by looking at it from the Stewardship theory and the Agency theory viewpoints. With that, the project governance was operationalized as the degree of shareholder versus stakeholder orientation and the degree of outcome control versus behaviour which were both exercised over its project by the project organization. The authors run a factor analysis and regression analysis that showed that project success had a correlation with growing stakeholder orientation considering the parent organization. Meanwhile, the different forms of control mechanisms such as government control and government orientation did not show any form of correlation with project success.

According to Gann and Salter (2000), policies in project construction differ depending on the objectives of the project organization and the construction project in question. However, there are general project policies that outlines the scope of construction project. The policies assign the guidelines that helps in managing organizational projects. Using a population of 1002 and a sample of 277 selected through random, purposive and stratified sampling techniques, Kamau, Rambo and Mbugua (2020) examined the impact of policy interpretation in construction project performance and tested the mediating effect of project management practices in Somaliland. The study found that project policy interpretation significantly and adversely influenced construction project outcomes and that project management practices has a positive mediating effect on the relationship between policy interpretation and construction project performance. They concluded that improvement in project

policy interpretation in a clearer understanding of the policy document is likely to improve the performance of projects.

Developing these policies certifies that the projects executed within an organization are managed in an appropriate manner to meet the expected outcome of the project. Policies provide the organization with written standards in order to enhance consistency in managing projects. The policies that serve as guidelines in the implementation of projects contribute greatly towards the successful outcome of a project. A study by Mirzaei and Mabin (2017) examined agile project management and policy development using New Zealand as a case study. The study reported on project policy development in the New Zealand government agency and this was experimented with Scrum. Theory of constraints thinking processes tools were used to analyze projects documents. The study established that policy development shares the concern of standard project management and this would make the policy development benefit from being managed as a project.

### **Project Leadership and Project Outcome**

According to APM Competence Framework, leadership is recognized as a primary skill for project management professionals as it is essential in all phases of the project. The benefits of leadership when it comes to management is indisputable (Fard, Hajiani, Fatemifar & Khabbaz, 2020). The value added to a project by the project manager is unique; no other method or process adds similar value (Stephenson, 2008). Miners (1969) states that many experts consider efficient communication in building to largely depend on the availability of a key coordinator, with the status, authority and ability to ensure that whatever is necessary will be done. The project manager is the single



point of responsibility for a project. A successful project manager has to perform various roles and many of these simultaneously. Mabelo (2011) states that project managers who lack skills are a “common cause of project failure”.

The manager of the project serves as the team lead and he or she must walk the members of the team through project initiation to project closure, and deliver the project according to the expectations of the project’s primary and secondary stakeholders (PMI, 2013; Kerzner, 2013). Barber and Warn (2005) undertook an extensive review on leadership in project management. The purpose was to depict two different leadership criteria for project managers and establish a theoretical foundation for the distinction. The researchers discovered that, project managers who focused on proactive leadership styles are much successful in accomplishing projects within the scheduled time, budget and within the scope which was agreed upon and also achieve the strategic purpose of the project.

Project leaders are expected to be highly effective individuals who exhibit knowledge in technical and managerial details by leading the project team effectively. Effective leadership is a crucial contributor to successful project delivery, according to APM's critical success factors. Leadership role cannot be overlooked in everyday life as well as in projects (Banihashemi et al., 2017). Barber and Warn (2005) emphasized that project leadership is generally considered as an essential aspect when it comes to project control. They further explained that despite the availability of the diverse tools used in managing projects, the project control still remains contingent on the type of leadership style which is basically not problem focused but rather outcome focused.



Moreover, to assess the impact of leadership behaviour of a project manager on his or her subordinates job attitude and performance, Rehman, Shahzad, Farooq and Javaid (2020) undertook a study with the motive of investigating people issues with regards to project management that hinders projects on driving job attitudes and job outcomes. Northouse's (2016) leadership style assessment was adopted in gathering the data on the respondent's leadership behaviour and how they affected the job attitude of subordinates. The study reported that, leadership style is a precursor of a project employee's job attitude such as job involvement, job satisfaction, job commitment and job outcomes.

Coulombe (2015) assessed the relationships between innovation, adaptive leadership and project management in France and Canada. After a 120-day participatory observation and subsequent interview of the respondents, the study found that adaptive leadership skills are critical when project management and innovation is at stake. He therefore, recommends that project organizations adopt leadership styles in line with the specifications and conditions of the particular project since there is a no single best fit leadership style for project.

Damoah and Kumi (2018) also highlighted on the causes of government construction projects failure in an emerging economy. The study used a mixed method approach in collecting data from the respondents. The researchers conducted a semi structured interview on 16 participants and administered questionnaires on 230 participants. These included project practitioners, contractors and client who were government officials. In identifying the subjective benefits of the factors, Relative Importance Index

(RII) was used. 34 factors were discovered as the actual factors that causes Construction project failure in Ghana where project leadership was recognized as the leading factor among the top ten key factors. The project failure factors were later categorized into four main categories which led to the discovery of the most important failure factor which was indicated as leadership.

Lopez (2011) also researched on the link between project management leadership and project success. The study aimed to explore and discover the relation between management and leadership competencies within the context of project environment. The researcher affirmed that in the current world of multitasking and continuous development, those who lead are seen as a fundamental component to organizational success. The study presented a philosophical and highly reflective view of the leadership attributes that is expected for project managers and the competences were grouped into emotional, intelligence and managerial features.

Geoghegan and Dulewics (2008) emphasized on the link between project success (outcome) and leadership and added that project manager's leadership capability factors contribute significantly to project success in diverse ways. The authors argued that some scholars deem the influence of leadership in an organization to be important than managerial or technical skills (Malik, Javed, & Hassan, 2017).

In another study, Al Qubaisi (2015), looked at the relationships between leadership, team communication, project culture, and project success factors in the UAE. Email questionnaires were used in the collection of responses from government officials, private and public officials; and analysed using factor analysis and structural equations modelling. First and foremost,

the study addressed a gap that exist in the relationship between project success, Leader-member exchange (LMX) and project culture. In addition to that, the study investigated the level of mediating impact that communication team, has on both elements with regards to their influence on project success. The findings reported on the degree the success factors of project depended on the communication team, organizational culture and project leadership empirically. The findings were in conformity with Cerimagic (2010) who emphasized that a positive significant relationship exist between an organizational culture and project success and also between leadership style and project success.

### **Transformational Leadership Style and Project Outcome**

According to Bass and Bass (2009), transformational style of leadership includes four dimensions namely; idealized or charismatic influence, intellectual stimulation, inspirational motivation and personalized consideration. To talk of the idealized influence, it shows the behaviour of the follower which is categorized according to the sentiments toward the leader and the pride of getting associated with that type of leader. It emphasizes on values, ethics and trust. Secondly, the inspirational motivation includes the inspiration of the followers toward a vision and complex assignment by the leader. Here, the leader adopts emotional appeals and symbols to enhance followers' efforts thus encouraging followers to attain higher results that they would have based on their self-interest.

Leaders arouse followers' emotions using inspirational messages and providing meanings to the works of followers. The leader's encouragement to the followers when identifying and solving a complex problem explains the

intellectual stimulation. It encourages the followers to think about innovative ways by challenging established assumptions, traditions and beliefs. Here the leader highlights on the use of reasoning and the importance of problem-solving skills. Personalized consideration looks at a leader addressing the needs and concerns of his followers at the personal level (Bass & Bass, 2009).

Bacha (2014) explains that transformational leadership style brings change to the people in an organization and the organization itself by varying and reforming perceptions, ideals, expectation, and aspirations held by individual team members. Transformational leadership style enhances long term modification and sincere organizational reform by increasing the perception of employees on the advantages of the goals organisations pursue and drive them to tackle higher level needs that would bring a good name to the organization. Raziq, Borini, Malik, Ahmed and Shabaz (2018) emphatically stated that the wide-ranging effect of project leaders with transformational leadership style on organizational success is broadly recognized. With this, transformational leadership style needs to be efficiently exploited in projects as one of the key success factors. This form of leadership style facilitate team building among project team members which then leads into project success (Aga et al., 2016).

Transformational style of leadership is about igniting the fires of people's inspiration and imagination (Oh, Lee & Zo, 2021). Transformational leadership calls for engagement in purposive action that directs followers towards positive effort, which enables followers get more understanding of exactly what is to be attained. Zaman, Nawaz, and Nadeem (2020) explained transformational leadership as one that enunciates a shared vision, enhances



followers intellectually and identifies the differences between employees. This type of leadership looks at enhancing employee motivation, their engagement and attempts to connect their sense of self with the organizational values (Fitzgerald & Schutte, 2010; Rao, 2014). Prabhakar (2006) assessed the impacts of transformational leadership on project outcomes. The study employed a structural equation modelling approach. The results of the phase one analysis indicated that transformational leadership style has a substantial impact on project success, while time factor is a determinant for the choice of the style of leadership on a project. The findings also suggested that autocratic leaders tend to be more successful on projects. The phase two analysis also revealed that a transformational leader who employs inspirational motivation is likely to enjoy more project success.

Transformational leadership involves raising high the perception of their followers by making an appeal to great values and ideals and changing the followers focus from self-interest (Barber & Warn, 2005). In another vein, Miyamoto (2015) looked at the relationship between leadership and ICT Projects in Japan. Using a SEM approach to the analysis, the study found that in software project organisations, there is a significant direct relationship between transformational style of leadership and software project outcomes. Specifically, the results highlighted that, such projects require a high degree of transformation where the leader associates with the needs of the team members. He also suggested that team members would prefer a transactional leader who is strong than a laissez-faire leader.

Transformational leadership focuses on leadership by example. Leaders who practice transformational leadership style arouse the effort of



their followers to be more creative and innovative in solving problems (Bass, Avolio, Jung & Berson, 2003). With this leadership style, leaders mostly address issues before they grow to be problematic. This type of leadership allows leaders to exhibit personalized consideration by giving attention in order to address the needs of the followers. Maqbool, Sudong, Manzoor and Rashid (2017) examined the impact and relationships among project managers' managerial competences, emotional intelligence and transformational style of leadership on the outcome of a project. The study involved 107 construction firms in Pakistan with the motive of measuring the variables mentioned on the performance of project. To these researchers, even though project outcome is influenced by a number of factors, project leaders played a major role in determining the outcome of the project. The results depicted that project managers who adopted the transformational leadership style, with high emotional intelligence and exhibited the desired competencies are effective leaders who ensure projects yield a successful outcome. They therefore concluded that transformational leadership is more effective and efficient than other leadership styles and happens to have a greater positive impact on project outcome

Zaman, Nawaz, Tariq and Humayoun (2019) undertook a study where the researchers investigated the interactional impacts of project visibility and flexibility (risk mitigating strategies) on the relationship between multi-dimensional project success and transformational leadership which included the meeting of design goals, benefits to project-based organization and the effect it has on projects clients or customers. According to Bass et al. (2003), transformational style of leadership looks at rising followers' perception with

the motive of appealing them to higher values and driving their attention from their own self interests. PLS-SEM was used in the analysis of the study. The results depicted that, among the existing leadership styles, transformational leadership has a direct influence on project outcome. The results also specified that the relationship between project success and transformational style of leadership is influenced by significant negative moderations established through project visibility and project flexibility.

With transformational leadership style, an environment is created, creativity is enhanced and accomplishment is built upon (Mumford, Scott, Gaddis & Strange, 2002) which later leads to a direct change among the followers that enables them to offer the best service to the organization in general (Thomas, 2016). According to Raziq et al. (2018), transformational leaders take into consideration team members needs and wants, inspire and motivate them in order for them to deliver their possible best. This was in consistent with Bennett's (2009) study which revealed that there is a strong correlation that exist between transformational style of leadership and team members extra effort. Oh, Lee and Zo (2021) also discovered that transformational leadership style has a positive influence on information systems development project outcomes in the Korean private sector.

### **Transactional Leadership Style and Project Outcome**

Transactional leadership style enhances compliance with the already exiting performance expectations and organizational goals through the use of reward and punishment and direct supervision (Northouse, 2014). Transactional leadership involves an exchange procedure which is focused on the accomplishment of contractual obligations which is typically signified by

setting objectives and monitoring and controlling the outcome (Aga, 2016). Transactional leaders respond to problems and challenges as they emancipate. This style of leadership emphasizes on supervising and managing their followers based on the performance of a team or a group. Team members' work is closely monitored to examine any discrepancies from the expected standards (Adler & Florida, 2021).

Leaders who practice this kind of leadership style work within the boundaries of the already existing structures of the organization. This type of leadership can succeed best on projects that require detailed project phases. Transactional leaders seek to stimulate their followers by alluring to their self-interests (Aga, 2016). These types of leaders encourage followers to understand the required performance levels by helping the followers to recognize their tasks responsibilities, develop confidence to perform up to standard and help followers identify goals (Lo, Ramayah, Min, & Songan, 2010). It is a style of leadership which involves an exchange process whereby the leader makes sure the contractual commitments are completed by the followers in an effective and efficient means.

With this style of leadership, the leader's responsibility is to monitor closely the activities of followers and control the likely deviations from the expected performance by the followers. According to Thomas (2016), it involves an amalgamation of reward and punishment. Here, followers enjoy some opportunities when a quality work is done and is punished when followers work below expectation. Transactional leadership involves three dimensions thus, an active management by exception, a passive management by exception and contingent reward to followers when a quality output is

achieved (Raziq et al., 2018). With regards to a distinctive project organization, the project leader first of all elucidate the project to the followers, inform them of their major roles and the predictable outcome and later monitor closely the activities of the individuals which are controlled. Greater performance of followers is realized if the leader communicates of any reward to the followers for the excellent work. This leads to a greater performance by the followers or the team involved in the project.

The outcome focused approach is highly dependent on the project leader's style of leadership. This is because leadership viewed on a project level is more complex than when it is viewed at an organizational level. Project employees are also put together for temporal time since the scope for projects is limited. In this vein, Oh et al. (2019) examined the effect leadership style on ISD (information system development) project success in Korea. The study also justified the diverse outcome of project in both private and public sectors that would be helpful to project leaders. PLS-SEM was used in testing the hypotheses. The respondents comprised of 65.2% project team members and 34.8% project managers with ISD project experience. The results proved that transactional leadership style had a positive significant influence on the quality of teamwork whilst teamwork served as a mediator that determines the project outcome of the ISD project. The study depicted that transactional leadership style is efficient when it comes to the ISD project outcome whilst transformational leadership works best in the private sector.

Authors have proposed that leadership is an important part and plays a significant role in project management because it has a direct impact on the outcome of a project (Shenhar et al., 2002). Anantatmula, (2010) and



Georghagan and Dulewicz, (2008) emphasized that leadership style and the traits of individuals are salient to look at in determining the outcome of a project. A quantitative study by Maqbool, Sudong, Manzoor and Rashid (2017) aimed at examining the impact and relationship of the emotional intelligence, managerial competencies and transactional leadership style for construction project managers on project success in Pakistan in the view of measuring their effects on the overall construction projects performance. The results depicted that a leader with high level of emotional intelligence who adopt the transactional leadership characteristics are effective and are successful in managing projects.

Barber and Wan (2005) further posits that project leadership is generally accepted as a salient aspect of project management and control. Aga (2016), examined the significant relationship between transactional leadership style and project outcome (project success) with goal clarity playing a moderating role between the two variables. One hundred (100) NGOs were randomly selected out of the 331 NGOs which were directly into developments projects in Ethiopia. The researcher adopted the multiple and hierarchical regression method in testing of the hypothesis.

The findings portrayed that an aspect of transactional leadership known as contingent reward has a direct relationship with project success where project goal clarity has influence on the relationship or moderates the relationship between transactional leadership and project success. Hence transactional style of leadership is effective with projects which has a strong goal clarity. Therefore, the study proved that, leadership contributes greatly to project outcomes in diverse ways and advised that additional research will



disclose many fundamental conditions on how leadership factor plays a key role in project outcome.

In Raziq et al. (2018), the study framed transactional leadership as a form of contingent reward and punishment and analysed its impact on project outcomes. The respondents included project supervisors and personalities who have been engaged in project activities and individuals who have led a project team before. Based on the key findings of the study, it was discovered that transactional style of leadership is positively or directly related to project outcome.

### **Project Policy Implementation, Project Leadership Style and Project Outcome**

The last objective in this study assessed the moderating effect of a project leaders' style on the relationship that exists between the project policy implementation and project outcomes. Even though the direct relationships are relatively untested in the literature, a few studies have attempted analysing it partially. For instance, Aga (2016) examined the moderating effect of goal clarity, a dimension of the project policy, on the association between transactional leadership and project success. The researcher gathered data from 224 development projects in Ethiopia from the Non-Governmental Organisation sector. The researcher discovered in the findings that contingent reward which is an aspect in transactional style of leadership is positively correlated to project outcome (success).

Therefore, transactional style of leadership is a stronger predictor of projects with high level of goal clarity as compared to projects with lower level of goal clarity. Raziq et al. (2018) also examined the relationship

between leadership styles and project success with underlying mechanism known as the goal clarity playing a mediating role between the two variables. The researchers collected data from 248 personnel who worked within ten project organizations from diverse sectors with several units within Pakistan. It was discovered that goal clarity which is a facet of the project policies partially mediates the relationship between transformational leadership style and project success.

### Conceptual Framework

From the theoretical and empirical reviews conducted above, the study depicted the relationships between the various variables of interest in a simplified diagram as presented below.

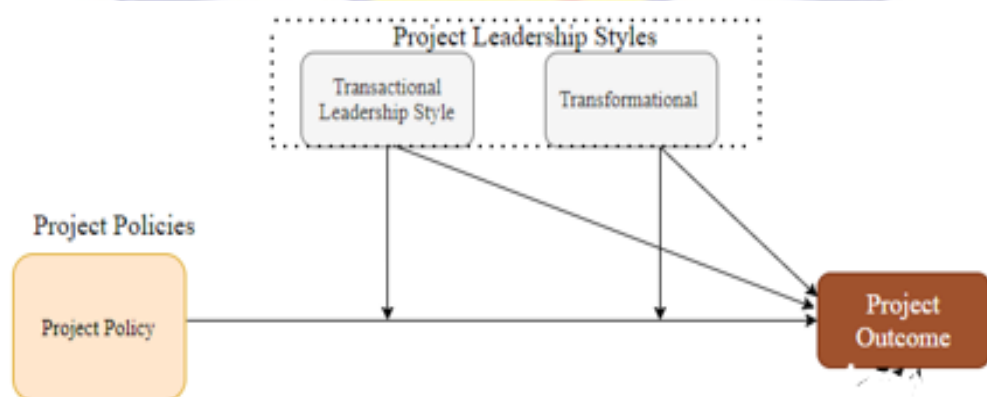


Figure 1: Conceptual Framework

Source: Ochil (2021)

It is expected that project policy will directly influence the outcome of the project while each of the leadership styles also affect project outcomes directly, before conditioning the relationship between project policies and project outcomes.

### Chapter Summary

The chapter presented the theoretical, conceptual and empirical reviews to provide some basis for the study from previous studies. A conceptual framework was also provided to show a pictorial view of the relationships among the variables.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The methodological techniques and approaches used in the research were presented in this chapter. It includes the research philosophy, design, approach, the study area, study population, sampling techniques, sources of data and procedures used for the data collection, data analysis, ethical consideration and a chapter summary.

#### Research Philosophy

Research philosophy is defined by Saunders, Lewis, and Thornhill (2012) as the advance in knowledge and the nature of the knowledge that can create new theories, change people's perspective about the world and come up with important questions for scientists. These assumptions of the reality's nature shape the methods and strategies for a particular piece of research (Barmayehvar, 2013). There are various philosophical positions that can assist a researcher to choose the most appropriate approach for any piece of research (Cooper & Schindler, 2001; Barmayehvar, 2013). Research philosophy upholds assumptions on how researchers interpret the world and how the assumptions would support the selected research techniques. It pronounces the way in which social phenomena could explore social through a particular understanding (Saunders et al., 2012).

There are diverse philosophical positions that could help a researcher to select the appropriate approach for a piece of research (Barmayehvar, 2013). But, the two main philosophies in research are positivism and interpretivism, which characterise two opposing views about how valid



knowledge can be achieved (Denzin & Lincoln, 2011; Lincoln et al., 2011). As Simon (1996) argues, there is no one solitary way of conducting research; nevertheless, the essential assumption is that the researcher needs to adopt certain premises that would clearly explain the research data (Cooper & Schindler, 2014). Positivism has to do with an epistemological position that informs the application of the methods of the natural sciences to the study of social reality and beyond (Bryman, 2012). Under positivist research, the focus is placed on a highly organized and systematic methodology in its data collection (Saunders et al., 2012).

According to Gill and Johnson (2010) who argue that only observable social reality can yield valid knowledge and the outcome of a study that has adopted a positivism view point can create law-like generalisations. With Interpretivism, it is believed that research results are relative because it assumes realities exist in social, individual experiments and mental constructions on a local basis rather than objective basis (Lincoln, Lynham & Guba, 2005). Proponents of the philosophy contends that researchers are liable to understand the variations between social actors and humans in their roles.

Advocates of the positivist approach repeatedly associate positivism with the use of quantitative data while interpretivism advocates adopts quantitative data. (Lincoln et al., 2016; Saunders et al., 2012). Cooper and Schindler (2014) affirm that the important point associated with this philosophical position is such that the data of this study stands a greater chance of reliability since the methodology is based on existing theory from which the hypotheses are being developed unlike the interpretivism which has a lower chance of reliability. In addition to that, the data collected can be

useful for statistical analysis. This then affirms the testing of the hypotheses (Saunders et al., 2012). The positivism research philosophy was adopted in this study because it sought to establish facts about the research study as confirmed by Saunders et al. (2012). The choice of the philosophy was informed by the research objectives which sought for statistical facts on the determinants of successful project outcome

### **Research Approach**

Research approaches can mainly be classified as quantitative, qualitative or mixed. Leedy and Ormrod (2010) assert that when the nature of the study necessitates prediction of an outcome and identify the effect of variables on a phenomenon, then the appropriate research approach to adopt is the quantitative approach. The approach is based primarily on the quantity measurement in relation to the study variables of a project. This study, therefore, employed the quantitative approach which focuses on mathematical models, theories and hypotheses pertaining to the phenomena under study (Blumberg, Cooper & Schindler, 2014). This is because the study is quantitative in nature and such an approach encompasses collecting data which is absolute in nature, such as numerical data, so that it can be examined in an impartial manner as possible (Mason & Bramble, 1997).

The approach provides numeric description of trends, attitudes or opinions of a population by studying a sample of that population. This type of research approach has some distinguishing characteristics as highlighted by Creswell (2014) as follows; it views truthfulness or reality to exist in the world, which can be objectively and quantitatively measured; in terms of the relationship between the investigator and what is being investigated.

Quantitative data analysis decreases bias on the side of the researcher thus warranting those generalizations could be made with reference to the final conclusions of the study (Creswell, 2014). More so, the quantitative approach gathers and presents data in a quantitative form and then subject the data to rigorous and formal statistical data analysis. A major limitation of this approach, however, is its inability to collect detailed information about the experiences and circumstances of respondents like the qualitative approach (Mason & Bramble, 1997).

### **Research Design**

Creswell and Clark (2017) defined research design as the techniques for collecting, analyzing, interpreting and presenting data in scientific studies. Research designs serve as models for research studies. They are appropriate since they serve as guidelines for data types, methods and decisions that the researcher must make during their studies (Creswell & Clark, 2017). The design could be exploratory, descriptive or explanatory (Saunders, Lewis & Thornhill, 2012). According to Creswell (2012), the choice of a specific study design depends partly on the research approach. An explanatory research design was adopted to evaluate the effect of project policy and leadership on project outcomes.

Explanatory research design examines the cause and effect of one or a set of variables, which is known as the independent variables, on another variable which is also referred as the dependent variable in a theoretical model that is established (Saunders et al., 2012). Explanatory research design approach places importance on studying a condition to explain the relationships between variables used in a study (Blumberg, Cooper &

Schindler, 2014). Explanatory design is often used to infer that the research in question is intended to explain the phenomena studied rather than simply to describe (Neuman & Robson, 2014). In some explanatory studies, we develop a novel explanation and then provide empirical evidence to support it or refute it. The explanatory research design was therefore chosen because it enabled the researcher to establish the impact of project policy and leadership style on project outcomes.

### **Study Area**

The study focused on the Cape Coast Metropolitan Assembly (CCMA), the largest district and commercial hub situated within the Central Region. Cape Coast Metro is one of the fastest growing districts in Ghana and one of the most urbanized Metropolitan Assemblies in Ghana (CCMA, 2018). With a vision “to be a leading Metropolis with a high standard of living, basic infrastructure and services, and have progressive atmosphere where the hopes and aspirations can be attained and maximized” (CCMA, 2018), CCMA is one of the most urbanized Metropolitan Assemblies in Ghana. The Metro boasts of a population of over 170,000 inhabitants (Ghana Statistical Service, 2014).

CCMA is selected because, as a tourism hub, the metropolis has attracted key developmental projects in the last ten years. The 2020 and 2021 national budget statement and Economic Policy of Government both gives indications of several ongoing and potential projects in the assembly. The CCMA Medium Term Development Plan 2018 - 2022 also provides evidence of several projects that are completed or ongoing within the Metropolis. Such a metropolitan assembly provides a good justification to conduct a study on



project policies, project leadership and outcomes, especially when targeting government projects.

### **Population**

The target population for this study comprises construction project management personnel (leaders, contractors and supervisors) who have worked on a government construction project within the Cape Coast Metropolis from 2010 to 2020. Source from the Metro Assembly long term goal report indicated that 150 project management professionals have worked on government projects within this period. These include contractors, consultants, project team leaders and other project management personnel. These group of persons formed the population for the study.

### **Sampling and Sampling Procedure**

Since the 150 project professionals make up the population, the study chose a census approach to select the respondents. The choice of a census is motivated by the fact that the population of interest for this study is not large and as such challenges in terms of cost, labour and time would be relatively insignificant. With this, each subject in the population would have an equal chance of being selected for the study. This method also reduces sampling bias and enhances the generalizability and representativeness of the results (Adam, Frimpong, & Boadu, 2017).

A list of all the project management personnel of interest, including their contact details, was provided by the Metropolitan Assembly to enable the researcher reach out to them. The researcher then numbered all the subjects in the list from 1 to 150. However, some of the personnel had no contact details and other details also proved to be inaccurate. Out of the 150, only 137 project

personnel had accurate contact details. The researcher then called each of these personnel with adequate contact information to inform them about the current study and sought their consent for participation in the study. 110 out of the 137 personnel agreed to participate in the study and these people were further sorted and assigned new numbers. The researcher therefore employed the 110 as the sample for the data collection process for this study.

### **Data Collection Instrument**

According to Dell, Holleran, and Ramakrishnan (2002), the choice of a data collection instrument is highly dependent on the research problem, research questions and the research approach. As such, the study employed the structured questionnaire, a primary tool, as its data collection instrument. This is because, a questionnaire is regarded as an efficient way of collecting statistically 'quantifiable data' and it could also be used to obtain responses from a large number within a short space of time (Leedy & Ormrod, 2010). It is seen as less expensive and less time consuming than the other methods. A well-structured questionnaire was designed to aid the data collection process. The instrument was designed to help collect quantitative data on the variables considered in this survey. Measures of the various constructs were adapted from prior studies with already validated scales. The contents of the instrument were informed by the objectives of the research, as well as the research questions which accompanied the objectives.

The questionnaire was made up of five sections (A to E). The first section looked at the background information of construction project management with CCMA. Section B measured project policy, comprising ten items adapted from Joslin and Müller (2016) and Ul Musawir, Serra, Zwikael,

and Ali, (2017). Section C focused on the measure for transformational leadership style while section D was on the transactional leadership style. Both sections were made up of 10 items each adapted from Northouse (2013), Dartey-Baah and Ampofo (2015), Owusu-Manu, Debrah, Amissah, Edwards, and Chileshe (2020) and Yukl and Mashsud (2010). Lastly, section E focused on the measurement of project outcome. This variable comprises of 13 items adapted from Al-Qubaisi (2015) and Damoah and Kumi (2018). The various variables and their sources have been summarized in the table below;

**Table 1: Measurement of Variables**

Variables	Number of Items	Sources
Construction Project Policy	10	Joslin and Müller (2016) and UI Musawir, Serra, Zwickael and Ali (2017)
Transformational Leadership Style	10	Northouse (2013), Dartey-Baah and Ampofo (2015), Owusu-Manu, Debrah, Amissah, Edwards and Chileshe (2020) and Yukl and Mashsud (2010).
Transactional Leadership Style	10	Northouse (2013), Dartey-Baah and Ampofo (2015), Owusu-Manu, Debrah, Amissah, Edwards and Chileshe (2020) and Yukl and Mashsud (2010).
Project Outcome	13	Al-Qubaisi (2015) and Damoah and Kumi (2018).

Source: Field Survey (2021)

### Data Collection Procedure

The research instrument was self-administered. There was a discussion held with each respondent on agreeing to a convenient time to administer the research instrument. Following this, those who gave a positive response to

participate in the study were emailed with the questionnaire in a google forms document format while others requested for it through their social media platforms (basically on WhatsApp). Since it was an online survey, The researcher in all cases supervised the process to ensure that there is adequate understanding of all items on the questionnaire. The data collection process lasted from August to September, 2021.

### **Validity and Reliability**

Validity in data collection means that one's finding is true representation of the phenomenon under study (Creswell & Creswell, 2017). It explains how well the data collection instrument measures what it is intended to measure. As such, validity of this study's instrument was ensured by giving the drafted questionnaire to the supervisor who had in-depth knowledge in the research field. The supervisor then painstakingly read and assisted with all the necessary corrections of the questionnaire before the final draft was obtained. (Hair, Risher, Sarstedt, & Ringle, 2019).

As indicated by Chin (2010), the first step in examining a reflective scale in a PLS-SEM is the measurement model assessment, followed by an assessment of the structural model. Based on this assertion, the reliability and validity of the constructs were assessed using the outer loadings, internal consistency, reliability, convergent and discriminant validity (Hair, Risher, Sarstedt, & Ringle, 2019). The reliability of the constructs was assessed using the Cronbach alpha, Rho A and the composite reliability metrics. The study also used the average variance extracted (AVE) criterion to assess the convergent validity of the constructs. Finally, the discriminant validity was evaluated using the Fornel-Larcker criterion and the Heterotrait-Monotrait.



### **Data Processing and Analysis**

The research data which were collected using the questionnaire were coded, cleaned and analysed using a quantitative approach to provide evidence-based descriptions of realities on the ground. The units of analysis were the project leaders who participated in the survey. Results were generated in the form of tables, figures and regression analysis for the objectives that were outlined in the chapter one of this thesis. Partial Least Squares – Structural Equations Modelling (PLS-SEM) was also employed to help test the moderating relationships between the variables.

The Smart PLS version 3.3.3 software was employed in the analysis to obtain the path coefficients, average variance extracted (AVE), composite reliability (CR), bootstrap results and all other results presented in the next chapter. According to Adam et al. (2017), the PLS approach uses an iterative process of principal component analysis (PCA) and regression analysis. The benefit of this approach is that, the results are estimated simultaneously to avoid issues of parameter inconsistencies and biased estimates. The PLS approach also places less emphasis on sample size, measurement scale and allows for several regressors (Adam et al, 2017; Oppong-Yeboah, & Gim, 2020; Benitez, Henseler, Castillo, & Schuberth, 2020). The technique provides for the uses of diagnostics such as the  $R^2$ ,  $Q^2$ , and the  $F^2$  to assess the appropriateness of the model specified for the analysis. Details of the full analysis and the diagnostics are presented later in chapter four.

### **Ethical Consideration**

Ethical clearance was sought from the Institutional Review Board of the University of Cape Coast before the data collection process began. In

collecting the data, respondents were informed on the purpose of the study. They were also briefed about the voluntary nature of the process and could back out anytime they feel so (Gall, Gall & Borg, 2003). Respondents were further assured of the confidentiality and anonymity of their responses and that they were expected to be sincere, factual and honest in responding to the questions. Besides, it was explained in the opening section of the questionnaire that there will be no direct benefits nor compensation for partaking in the study. They were also informed about their rights not to answer any question they do not want to and for that matter, they can leave out questions they deem not answerable. To keep the information provided safe, no data regarding respondent's identity or mobile contacts were collected.

### **Chapter Summary**

The chapter presented the methods and techniques employed to collect and analyse the research data. Specifically, the chapter dealt with the research philosophy, approach, design, study area, population and sample, instrument design, data collection procedure, the data processing and analysis and the ethical considerations for the study. The chapter ended with a summary.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This section presented the findings of the research and the discussion of the results obtained from the analysis. The chapter focused on the, evaluation of the measurement and structural models, assessment of the hypotheses and objectives and the discussion of the actual results. The main aim of this research was to investigate the relationship between project policies and project outcomes and test the moderating effect of the leadership style of the project leader using two contemporary leadership styles.

#### Response Rate

After two months of administering the online questionnaire, the researcher collated the results to get the total responses. Several reminders were also sent to each personnel, followed by a number of phone calls. At the end of the period, a total of 97 people responded to the questionnaire. This gave a successful response rate of 88.18%. According to Aga (2016), a response rate above 70% is good for statistical analysis as it covers more than 50% of the sample used.

#### Background Information of Construction Project Management with CCMA

This section describes the background information about projects undertaken by the sampled project management personnel for this study. it was observed from the data that all the 97 respondents agreed to having worked on a certain construction project within the CCMA. This gave a 100% response to suggest that the data has been collected from the right people to

warrant good answers for this analysis. The researcher and the supervisor agreed that since the demographic and biodata of the respondents would not affect the outcome of the analysis, there was no need to collect demographic data from the respondents.

### **Assessing the Measurement Models**

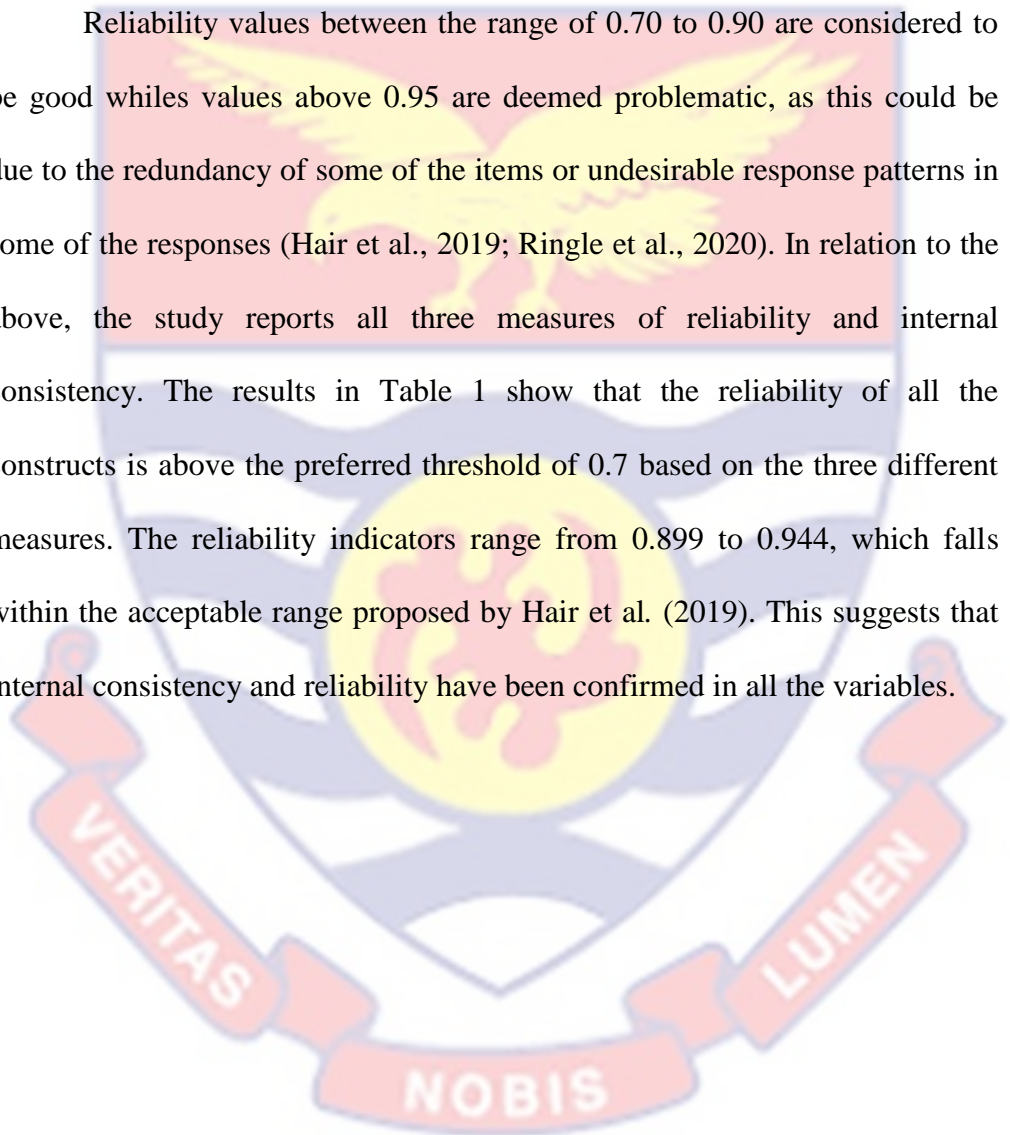
The first process was to examine the indicator reliability of all the items used to measure each construct to check their suitability. As a rule of thumb, all items to be included in the model must have factor loadings greater than 0.7, as they suggest that more than 50% of the indicator's variance is explained by the construct (Hair et al., 2019). Hence, the final model was arrived at after dropping all indicators with factor loadings less than 0.7. Nine out of ten items that measured Project Policy (PP) had indicator loadings greater than 0.7 while eight out of the ten indicators of transformational leadership had indicator loadings greater than 0.7. Similarly, nine of the transactional leadership items had indicator loadings above the threshold of 0.7 while eight out of the thirteen project outcome items loaded strongly on the factor. These are shown in Table 1.

The next step is to determine the reliability and internal consistency of the constructs used in the study. The reliability of the items can be determined using the Cronbach's alpha, rho A, and composite reliability (Zaman et al., 2019). It is argued that the Cronbach's alpha produces a less accurate measure of the internal reliability especially as it is unweighted, as compared to the composite reliability that weights the items based on the construct's indicators' factor loadings (Hair et al., 2019). While the composite reliability is said to be a liberal measure, the Cronbach's alpha is more conservative



(Ringle, Sarstedt, Mitchell & Gudergan, 2020). Consequent to this, a measure of reliability was developed by Dijkstra and Henseler (2015), which lies between the extremes of the Cronbach's alpha and the Composite reliability. Thus, the rho A, as it provides a relatively precise measure of the construct's reliability.

Reliability values between the range of 0.70 to 0.90 are considered to be good while values above 0.95 are deemed problematic, as this could be due to the redundancy of some of the items or undesirable response patterns in some of the responses (Hair et al., 2019; Ringle et al., 2020). In relation to the above, the study reports all three measures of reliability and internal consistency. The results in Table 1 show that the reliability of all the constructs is above the preferred threshold of 0.7 based on the three different measures. The reliability indicators range from 0.899 to 0.944, which falls within the acceptable range proposed by Hair et al. (2019). This suggests that internal consistency and reliability have been confirmed in all the variables.



**Table 2: Assessment of the Measurement Models**

Construct	Items	Outer loadings	Cronbach alpha	Rho A	Composite Reliability	AVE	VIF
Project Outcomes (PO)	PO1	0.911	0.924	0.931	0.936	0.622	3.154
	PO2	0.939					1.835
	PO3	0.901					3.852
	PO5	0.938					3.886
	PO6	0.959					2.748
	PO7	0.774					2.438
	PO8	0.804					2.546
	PO9	0.778					2.547
	Project Polices	PP1					0.702
PP2		0.855	3.179				
PP3		0.867	3.540				
PP4		0.825	2.268				
PP5		0.945	2.124				
PP6		0.867	3.117				
PP7		0.790	2.735				
PP8		0.795	2.813				
PP9		0.759	2.324				
Transformational Leadership (TF)	TF1	0.898	0.899	0.909	0.918	0.584	3.006
	TF10	0.799					2.469
	TF2	0.836					1.973
	TF3	0.871					2.040
	TF5	0.764					2.412
	TF7	0.890					2.514
	TF8	0.747					3.307
	TF9	0.871					3.165
	Transactional Leadership (TS)	TS1					0.825
TS2		0.718	3.392				
TS3		0.797	2.696				
TS4		0.802	3.367				
TS5		0.867	2.974				
TS6		0.757	1.891				
TS7		0.849	3.184				
TS8		0.822	3.567				
TS9		0.905	3.281				

Source: Field Survey (2021)

Next, the study proceeds to check the convergent validity of the constructs. Convergent validity measures the degree to which the constructs converge to explain the variance of its items (Ringle et al., 2020). Traditionally, the average variance extracted (AVE) (which is the mean of the square of the indicator loadings) is the most common metric used to assess the convergent validity of constructs. The AVE values should be greater than 0.5

to confirm the convergence validity of the constructs (Hair et al, 2019; Zaman et al., 2019). The values of the AVE in Table 1 range from 0.584 to 0.654, confirming the convergent validity of the constructs.

The next stage is to assess the discriminant validity of each of the constructs employed in the model. This measures the degree of distinctiveness of each construct from the other constructs in the model (Hair et al., 2019). Fornell and Larcker (1981) proposed that the square root of the AVE in each latent variable can be used to establish discriminant validity if this value is greater than the other correlations among the latent variables. However, Henseler, Ringle and Sarstedt (2015) suggest that the Fornel-Larcker criterion performs badly when the item loadings on each construct only differ slightly. They therefore recommended the use of Heterotrait-Monotrait (HTMT) values which averages the correlations of the constructs, with a threshold lower than 0.85 to suggest the presence of discriminant validity. Both the Fornell-Larcker and HTMT statistics have been presented in Tables 2 and 3 respectively. Again, the values confirm the presence of discriminant validity as all the values are within the acceptable thresholds.

**Table 3: Fornel-Larcker Criterion**

	PO	PP	TF	TS
PO	<b>0.789</b>			
PP	0.777	<b>0.809</b>		
TF	0.594	0.592	<b>0.764</b>	
TS	0.580	0.731	0.652	<b>0.807</b>

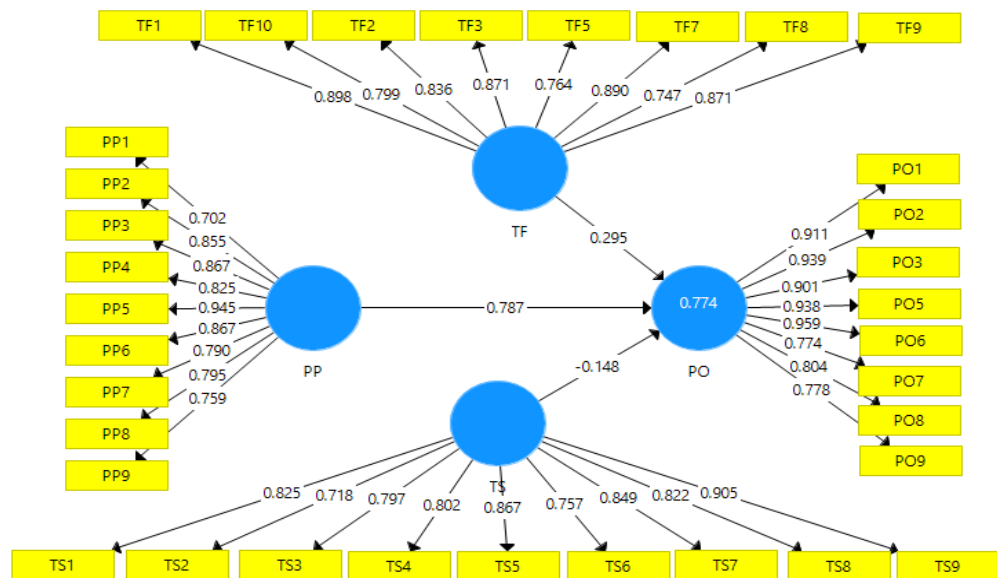
Source: Field Survey (2021)

**Table 3: Heterotrait-Monotrait**

	PO	PP	TF	TS
PO				
PP	0.832			
TF	0.618	0.648		
TS	0.609	0.780	0.704	

Source: Field Survey (2021)

Finally with the measurement model, the study evaluated the possible presence of multicollinearity in any of the constructs. Adam (2015) suggests that for multicollinearity to be absent, the Variance Inflation Factors (VIF) should be less than 5 for all items, whiles Ringles et al. (2020) put the acceptable range at 3.33 to 5. Consistently, all the items had a VIF of less than 5 to suggest that multicollinearity is not an issue in this model. A diagrammatic view of the measurement model is presented in Figure 2 below:



*Figure 2: Measurement Model*  
Source: Field Survey (2021)



### Evaluation of the Structural Model

After certifying for the satisfactory nature of the measurement model in this analysis, the study proceeds to evaluate the structural model's predictive power. Ringle et al. (2020) recommend the use of the  $R^2$ ,  $Q^2$ , path coefficients and their statistical significance as measures for the predictive accuracy of the model in a PLS-SEM analysis. It is recommended that a  $R^2$  of 0.7 and above signifies a strong predictive power of the model (Hair et al. 2019). Consistently, all the models presented in this study had  $R^2$  values greater than 0.7. The  $R^2$  obtained in these models mean that over 77% of the variation in project outcomes are explained by the independent variables employed in this study, with the other 23% being explained by other external factors.

In addition to the use of the  $R^2$  as a measure of predictive accuracy, researchers can also use the Stone – Geisser's  $Q^2$  value to evaluate predictive relevance.  $Q^2$  represents an evaluation criterion for the cross validated predictive relevance of the PLS path model (Hair et al., 2017). The  $Q^2$  values can be obtained by a blindfolding procedure in PLS-SEM. Ringles et al. (2020) indicated that the process leaves out some part of the data and runs the analysis again. It is suggested that the smaller the difference between the newly predicted values and the original values, the higher the predictive power of the model. A  $Q^2$  value of 0, 0.25 and 0.5 depicts small, medium and large predictive powers respectively (Hair et al., 2019). The  $Q^2$  in all the models were consistently greater than 0.5 which meets the threshold of  $Q^2 > 0$ , depicting a higher predictive relevance for the model.

The final criterion discussed is the  $f^2$ . This metric assesses how the removal of a certain predictor construct affects an endogenous construct's  $R^2$  value (Hair et al., 2019). As a rule of thumb, values higher than 0.02, 0.15 and 0.35 depict small, medium and large  $f^2$  effect sizes. The effect size of each variable is also measured by the  $f^2$  as shown in Table 4.

**Table 4: Summary of Results**

Construct	Path Coefficient	T-stat	p-value	$R^2$	Adjusted $R^2$	$Q^2$	$F^2$
<b>Baseline Results</b>							
PP>PO	0.787	<b>10.429</b>	<b>0.000</b>	0.774	0.766	0.568	0.982
TF>PO	0.295	<b>4.341</b>	<b>0.000</b>				0.426
TS>PO	-0.148	<b>2.033</b>	<b>0.043</b>				0.419
<b>Moderation Results</b>							
PP>PO	0.821	<b>10.251</b>	<b>0.000</b>	0.785	0.779		0.682
TF>PO	0.224	<b>2.524</b>	<b>0.012</b>				0.285
TS>PO	-0.273	<b>2.596</b>	<b>0.010</b>				0.430
PP*TF>PO	0.112	1.098	0.273				0.010
PP*TS>PO	-0.223	1.958	0.051				0.021

Source: Field Survey (2021)

**Empirical Results Discussion**

The purpose of this study was to investigate the relationships between project policy, leadership styles and project outcomes in Ghana using the CCMA as a study area. The analyses were conducted in two different phases, alternating between the two contemporary leadership styles employed in the study and assessing the models with and without the moderation effects. The PLS-SEM results are presented in this section.

**Objective 1: Project Policy Implementation and Project Outcomes**

In the first objective, the study evaluated the impact of project policy on project outcome. However, since two leadership styles were employed, each of the two leadership styles were included in the model to predict their impact as well.

The results presented in Figure 3 depicts that project policy implementation has a positive impact on project outcome. In the first PLS model (Figure 3), some startling revelations were found. With a positive coefficient of 0.787 (t-stat = 10.429; p-value < 0.05), the results revealed that project policy had a statistically significant and positive impact on the outcome of projects within the CCMA. This means that any improvement in project policy implementation could result in a 78.7% improvement in the outcome of construction projects undertaken within the CCMA. Therefore, the first null hypothesis which states that project policy implementation has no significant effect on project outcomes has been rejected.

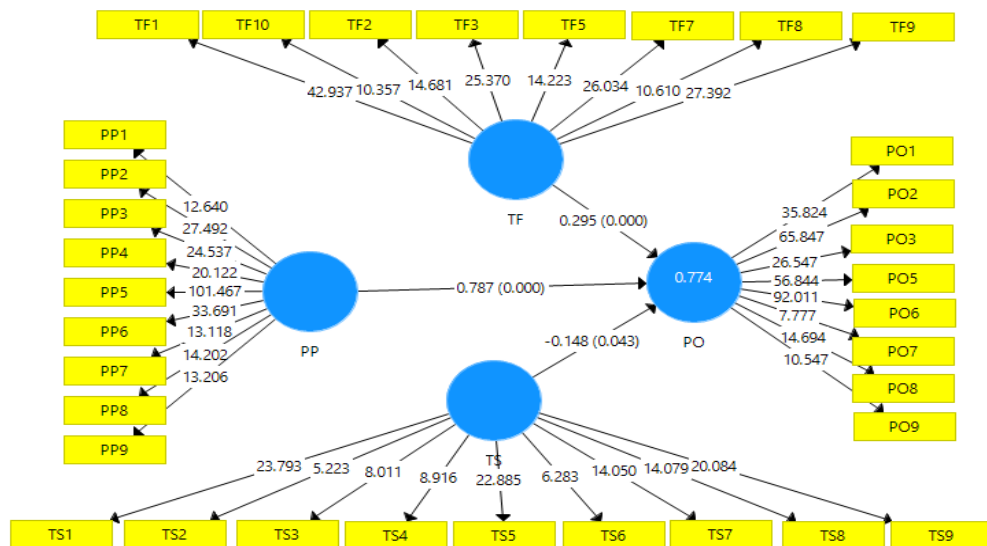


Figure 3: Baseline Model without Moderation

Source: Field Survey (2021)

The results signify that, all things being equal, the implementation of project policies devised by project organisations such as the CCMA to govern the execution of projects and also structure the relationships between all project stakeholders positively influence the outcome of projects. This is practically so because, when the policy about the scope, objectives and goals of the project formulated by the project organization is clear and concise, all stakeholders will be well informed about the direction and purpose of the project (Raziq et al., 2018), which is likely to improve the outcome of the project (Anderson & Stritch, 2016; Kerzner, 2013; Aga, 2016).

Moreover, project policy implementation provides the systems within which decisions are made throughout the lifecycle of the project to accomplish the objectives of that project (Dehli & Mahalingam, 2020) and also provide the metrics by which the project can be evaluated (Roe, 2015). When the responsibilities, lines of authority, functions, procedures and processes by which the project is to be managed and controlled have been clearly set out in the project's policy, project managers, contractors and team members can self-regulate their efforts towards their tasks goals and targets, which can enhance their performance on the project, and hence the overall project's outcome (Aga, 2016; Latham, Fraccaroli & Sverke, 2017). Simply put, when the project organisation sets out its policies and requirements on a project clearly to all the stakeholders working on the project, their efforts are directed while role ambiguity is reduced on the project. This contributes greatly towards the successful outcome of a project (Raziq, et al., 2018).

The results from the findings are in conformity with that of Aga et al. (2016) who concluded that when there is goal clarity from project policy, it



enhances the success rate of the project. Similar findings were also reported by UI Musawir, Serra, Zwikael and Ali (2017) who found effective project policy and governance to positively influence all dimensions of project success. However, the results are contrary to the findings of Kamau, Rambo and Mbugua (2020) who found that project policy interpretation adversely influenced construction project outcomes in Somaliland.

### **Objective 2: Project Leadership Styles and Project Outcomes**

The second objective of the study was to assess the impact of project leadership styles on project outcome. The study used two contemporary measures of leadership styles alternatively, that is, transformational and transactional leadership styles. This meant that two sub hypotheses (H2A and H2B) were formulated. The results are reported separately in each of the following sub-sections.

#### **Transformational Leadership Style and Project Outcomes**

In this model, eight indicators were used to form the final transformational leadership construct, TF. The PLS-SEM analysis revealed that transformational leadership style positively influences the outcomes of projects within the CCMA. The results depicted that transformational leadership style has a positive coefficient of 0.295 (t-stat = 4.341; p-value < 0.05), signifying a positive effect on project outcome. This means that, ceteris paribus, when the project leader's style is more transformational, the project's outcome is more likely to be positive (Zaman et al., 2020). The findings of the study imply that, in projects where the leader's style is more inspirational and transformative, team members are induced to produce a desirable and positive outcome on the project, which renders into success (Aga et al., 2016).

Consequent to this, hypothesis H2A which states that transformational leadership has no effect on project outcomes has been rejected.

This is because, transformational leaders motivate and inspire team members to give out their best, while the leader takes care of the team members' needs and wants (Raziq et al., 2018). The leader promotes the interests of the team members along with the projects' objectives. This does not only remove the hurdles a team member faces but also builds an environment of satisfaction, creativity, trust and accomplishment within the project team (Maqbool et al., 2017). This is likely to translate into the success of the project. Moreover, team members become confident in the leader while collaboration and knowledge sharing increases to come up with innovative solutions to tackle any challenges the group is likely to face during the implementation of the project (Oh et al., 2021). Since the transformational leader involves the team members in the process, they become motivated to work to their fullest potential, leading to a higher rate of completion and success on the project (Zaman et al., 2020).

The finding of this study is overwhelmingly supported by the existing literature. Consistent with this finding, Maqbool et al. (2017) found transformational leaders to be more effective than their counterparts and tend to have a more positive influence on project success. Zaman et al. (2020) also found among other factors that transformational leadership is positively related to multidimensional project success. Similarly, Oh et al. (2021) also found transformational leadership style to directly influence information systems development project outcomes in the Korean private sector.

### **Transactional Leadership Style and Project Outcomes**

The second sub hypothesis for the second objective employed the transactional leadership traits as a measure for the leadership style of the project leader. The results for the PLS analyses are presented next. From Figure 3 and Table 4, the results revealed that transactional style of leadership has an adverse influence on project outcome, showing a negative coefficient of 0.128. The effect is statistically significant at 5% (t-stat = 2.033; p-value < 0.05). This means that hypothesis H2B also has to be rejected. The results show that the transactional leader's impact on the outcome of a project is negative and therefore hampers the success of the project.

Even though this finding is contrary to the expectation of the researcher, the implications are far reaching. The transactional leadership is generally said to be an exchange process between the leader and team members, which is liable to a reward and punishment relationship (Oh et al., 2021). This leadership style focuses more on routine processes, the compliance to organizational goals and performance expectations within the status quo (Caillier & Sa, 2017). Such an approach works best in circumstances where rules must be followed religiously and there is no room for innovation (Adler & Florida, 2021). Such leaders are more likely “to think inside the box when solving problems and maintain the status quo” (Odumeru & Ifeanyi, 2013). This can be demotivating to project team members as individual creativity and innovation is stifled, leading to an adverse impact on project outcomes (Caillier, 2017; Mirza & Javed, 2013).

The transactional project leader is more likely to adhere more strictly to the project policies without any room for innovation or change, thereby

allowing the full effect of the project policy on the outcome of the project. More so, by using the management by exception and passive strategies, the project leader who is transactional does not get involved in the project execution process until things go wrong, making the leader's impact more reactive than proactive (Florida Tech, 2021). In this instance, if things were to go wrong, it will be undetected at the initial stages which could lead to great adverse consequences. This again means that the project leader's impact on the project would not be felt by the team members, hence the negative impact on project outcomes.

Following these results, Maqbool et al. (2017) also posited that team members rate transformational leaders to be more effective than transactional leaders. Razik et al. (2018) also found the management by exception approach of the transactional leader to be negatively related to project success in Pakistan. However, the findings contradict that of Oh et al. (2021) who reported that transactional leaders have a positive effect on ISD projects in the public sector in Korea. Similarly, Aga (2016) also reports that the contingency reward attribute of the transactional leader is directly related to project success in Ethiopia.

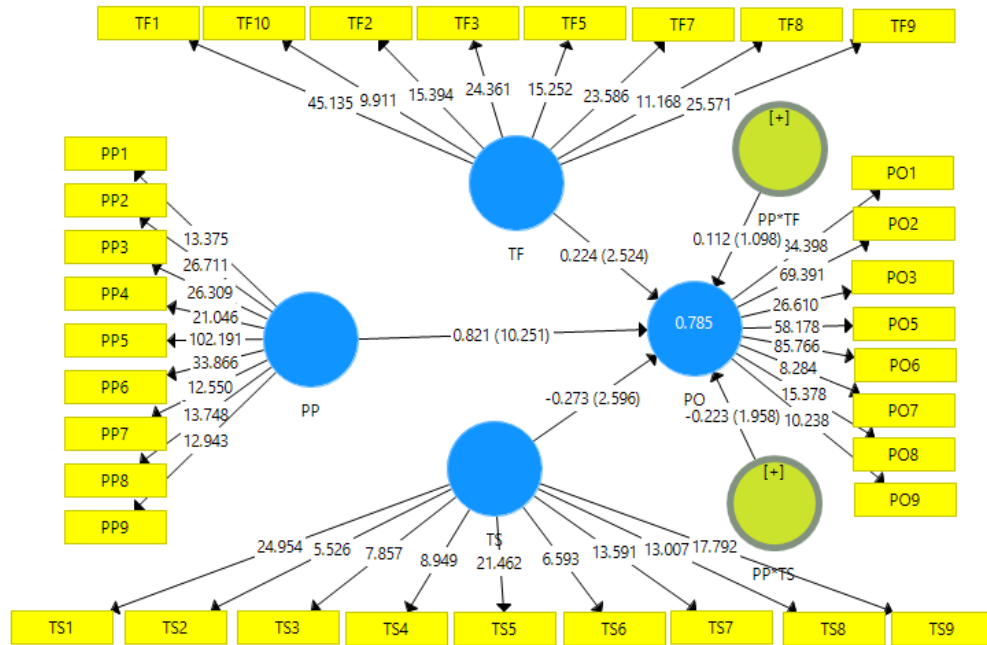
### **Objective 3: Project Policy Implementation, Project Leadership Styles and Project Outcomes**

The last objective in this study assessed the moderating effect of a project leaders' style on the relationship between the project policy implementation and project outcome. Similar to the process in objective two, each of the two leadership styles employed in the study were used as moderating variables to test whether they moderate the relationship between



project policies and project outcomes in the CCMA metropolis. The results for these analyses are present below;

**Project Policy, Transformational Leadership and Project Outcomes**



*Figure 4: Moderating Effect of Project Leadership*  
Source: Field Survey (2021)

At the introduction of the moderating variable (PP\*TF) into the model, the results changed moderately. It is observed that project policies consistently had a positive impact on project outcomes even though the coefficient had slightly improved ( $\beta = 0.821$ ,  $t\text{-stat} = 10.251$ ;  $p\text{-value} < 0.05$ ) in line with the first objective. Transformational leadership style was also positive and significant ( $\beta = 0.224$ ;  $t\text{-stat} = 2.524$ ;  $p\text{-value} < 0.05$ ), as was reported earlier in objective 2. It is also observed that the effect of transactional leadership style in this model has slightly changed as compared to the one without the moderator. Finally, the results reveal that the moderator is statistically insignificant ( $\beta = 0.112$ ,  $t\text{-stat} = 1.098$ ;  $p\text{-value} > 0.05$ ) to imply that,

transformational leadership does not moderate the relationship between project policy and project outcome within the CCMA.

Owing to the results obtained in figure 4, the study fails to reject hypothesis 3A, as the study finds no statistical evidence to that effect. The results imply that, even though the transformational project leader can use his leadership traits to bring the best out of team members to increase the projects' success rate, the leader cannot change the project policy within which he/she has to work and therefore cannot do much but to work within the remits of the laid down policies. This explains the insignificant moderating effect of transformational leadership style in the model.

Again, the Michigan State University (2021) Department for Strategic Leadership and management explained that even though the transformational leader has been found to have positive impacts on a project outcome, such leaders sometimes lack the attention to detail, and as such leaders are less concerned about daily workflow and processes. This can explain the insignificant moderating effect in the relationship between project policies and project outcomes.

### **Project Policy Implementation, Transactional Leadership Style and Project Outcomes**

Similar to the moderating analysis above, the transactional leadership style indicators were also introduced into the model to test its effect on the relationship between project policy and project outcomes. The results are discussed subsequently;

The results obtained in this section were also consistent with the results obtained earlier. Transactional leadership style was negative and significant ( $\beta$

= -0.273, t-stat= 2.596; p-value < 0.05), similar to the one depicted in figure 3. The point of interest in this sub-section is the moderating effect (PP\*TS) of transactional leadership style in the connection between project policies implementation and project outcomes. From Figure 4, it is observed that transactional leadership has an insignificant and negative moderating effect ( $\beta$  = -0.223; t-stat= 1.958; p-value > 0.05) on the project policy – project outcome nexus. Based on this result and consistent with hypothesis 3A, we further fail to reject hypothesis 3B that transactional leadership does not moderate the relationship between project policy and project outcome within the CCMA.

The implication of the results is that, since the transactional project leader functions well under circumstances that require working under strict time and resource constraints and meeting organizational goals which are mostly specified within the project policies, the leader will have little or no impact on the project's outcome. Again, the leader's approach would stifle innovation and creativity in combination with the restricting impact of the project policy, thereby explaining the insignificant moderating effect of transactional leadership style on project outcome. The findings in this study are consistent with those of Raziq et al. (2018) who concluded that transactional leadership traits have an insignificant effect on project success even when goal clarity mediates the relationship.

The results suggest that either of the leadership styles do not moderate the relationship between project policy and project outcome within the CCMA Metropolis. However, the positive and negative coefficients of transformational and transactional leadership styles are in conformity with

Bass's (1999) conclusion that transformational leaders are more effective than transactional leaders in project execution.

The practical and theoretical implication of the moderation results are far fetching. The results imply that, project organisations need to implement their project policies effectively and also adopt leadership styles that are suitable for their project teams during the execution of construction projects within the CCMA. This is because, as postulated by the RBV theory, the project policies and leadership competencies are strategic resources available to the project organisation, from which it can derive competitive advantage to influence the outcome of their projects. Similarly, the no leadership style is appropriate for all situations and for that matter, peculiar circumstances ought to be treated so from a leadership perspective. Nonetheless, since the project policies are already formulated and entrenched, even the best leadership style cannot do much to alter its impact on the outcome of a project within the project organization.

### **Chapter Summary**

This chapter presented the detailed discussion of the results obtained from the PLS-SEM analysis for this study. The section began with an introduction and followed with an evaluation of the measurement model and structural models respectively. Upon certifying the predictive power of the models, the results obtained were presented, analysed and discussed in line with literature. The results basically exhibited that project policies positively influence project outcomes. Again, the results suggested that transformational leaders positively impact the outcome of projects while the transactional leadership style is adversely related to project success. Again, no statistical



evidence was found to support the argument that leadership qualities moderate the relationship between project policies and project outcomes within the CCMA. The chapter ended with a summary.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This is the concluding chapter of this work. The chapter provided the summary of the entire research process and proceeded with the summary of the findings as well as conclusions drawn from the study. The chapter then presented the recommendations made based on the findings of the study. The chapter ended with some suggestions for future studies.

#### Summary of the Research

Projects within the government sphere have been met with several challenges leading to the failure of most government projects in Ghana. Several factors have been highlighted in the literature to account for the success rate or otherwise of government projects. Among other factors, the policy frameworks within which the project has to be executed has been highlighted to be a key factor, especially given the role of the project leader. Consequent to this, the study sought to assess the influence of project policies and leadership on project outcomes within the CCMA and also test the moderating role of project leadership in this relationship. The study was guided by the following objectives:

1. examine the effect of project policy implementation on project outcomes
2. examine the effect of leadership style on project outcomes
3. examine the moderating role of project leadership style on the relationship between project policy implementation and project outcomes.

To achieve the stated objectives of the study, hypotheses were developed in synchrony with the objectives. The first objective had one hypothesis while objectives two and three had two sub hypotheses each to reflect the main variables under study. The study provided the theoretical justifications using the RBV theory and the situational leadership theory. The concepts in the study were operationalized, followed by a review of previous studies to provide a basis for the current study.

Using the explanatory research design and a quantitative approach, primary data was collected from 97 project leaders who had worked on government projects within the CCMA over the last ten years. The data collection was facilitated through an online self-developed questionnaire with items adapted from previous studies to ensure and enhance the credibility of the instrument. The study then employed the PLS-SEM approach to analyse the data collected based on the study's objectives. The results of the analysis have been summarized in the next section of this chapter;

### **Summary of Findings**

Pertaining the first objective, the study found that project policies have a positive effect on project outcomes. The results revealed that the project policies an organization employs in the execution of its projects can significantly influence the outcome of the project. Project policies that are clear and devoid of unnecessary bureaucracies and ambiguities are likely to chart a clear path of direction for the project team, which is likely to lead to a positive outcome of the project thus, success of the project. Consequent to this, the study rejects the first hypothesis that project policies do not have any significant effect on project outcomes in the CCMA.

With regards to the second objective, it was found that a transformational leadership style can positively influence the outcome of the project. This is because, when the project leader employs the transformational style, he or she is able to bring together all team members in a shared vision. This motivates the team members to give off their best for the project. The end result is likely to be a successful project. The study therefore rejected Hypothesis 2A, which states that transformational leadership has no significant influence on project outcomes. However, the transactional leadership style was found to have an adverse effect on the outcome of the project. This is because, with the passive approach of the transactional project leader, his/her influence is only felt when things are going wrong. Even though this is contrary to the expectation of the researcher, the results meant that we reject the hypothesis 2B that transactional leadership has no significant impact on project outcomes.

The final objective tested the moderating role of each leadership style on the nexus between project policies and project outcomes. The results revealed that either of the leadership styles do not moderate the relationship between project policies and project outcomes. Specifically, the study found transformational leadership to be positive but insignificant as a moderator in the relationship. This implies that even though the impact of the transformational leader is positive and enhancing, it has no role in changing the impact of the project policies on the project outcome. The researcher therefore fails to reject the hypothesis 3A that transformational leadership does not moderate the relationship between project policies and project outcomes in the CCMA.



Secondly the study observed that transactional leadership also produced an insignificant effect in the relationship between project policies and project outcomes. Interestingly, the insignificant impact was also found to be negative. This was explained that the transactional leader's style poses constrictive effects on the project team which inhibits performance, and so working within the additional restrictions from the project policies would rather affect project outcomes adversely. Therefore, we also failed to reject the hypothesis that transactional leadership does not moderate the relationship between project policies and outcomes.

### **Conclusions**

Corollary to the findings from this study, a number of conclusions were arrived at. First and foremost, the study concludes that project policies that are clear to all team members enhances the execution of the project and hence translating into the overall success of the project. Based on the RBV theory, the study concludes that project policies within the CCMA positively enhances the success of their projects as it provides a guideline and framework within which the project leaders will execute the project and also resolve all grievances and inconsistencies. In line with the RBV theory, the study concludes that project policies are strategic resources an organization can use to enhance the success of their projects.

More so, the study found overwhelming evidence to support the extant literature on the motivational impacts of a transformational leader on project outcomes, leading to a conclusion that transformational leaders positively influence the outcome of a project. Such leaders build trust among the project team, thereby promoting enthusiasm in team members to surmount the

challenges faced on the project. However, when the leader adopts a transactional style, his or her overall engagement with the project team will be limited, thereby affecting the outcome of the project. Based on the situational leadership theory, the study concludes that a transformational leader is more effective in project settings than a transactional leader.

Finally on the third objective, the study concludes that irrespective of the style of the project leader, he or she is not able to change the impact of project policies on the projects outcome and for that matter, leadership style does not moderate the project policy project outcome nexus within CCMA Projects.

### **Recommendations**

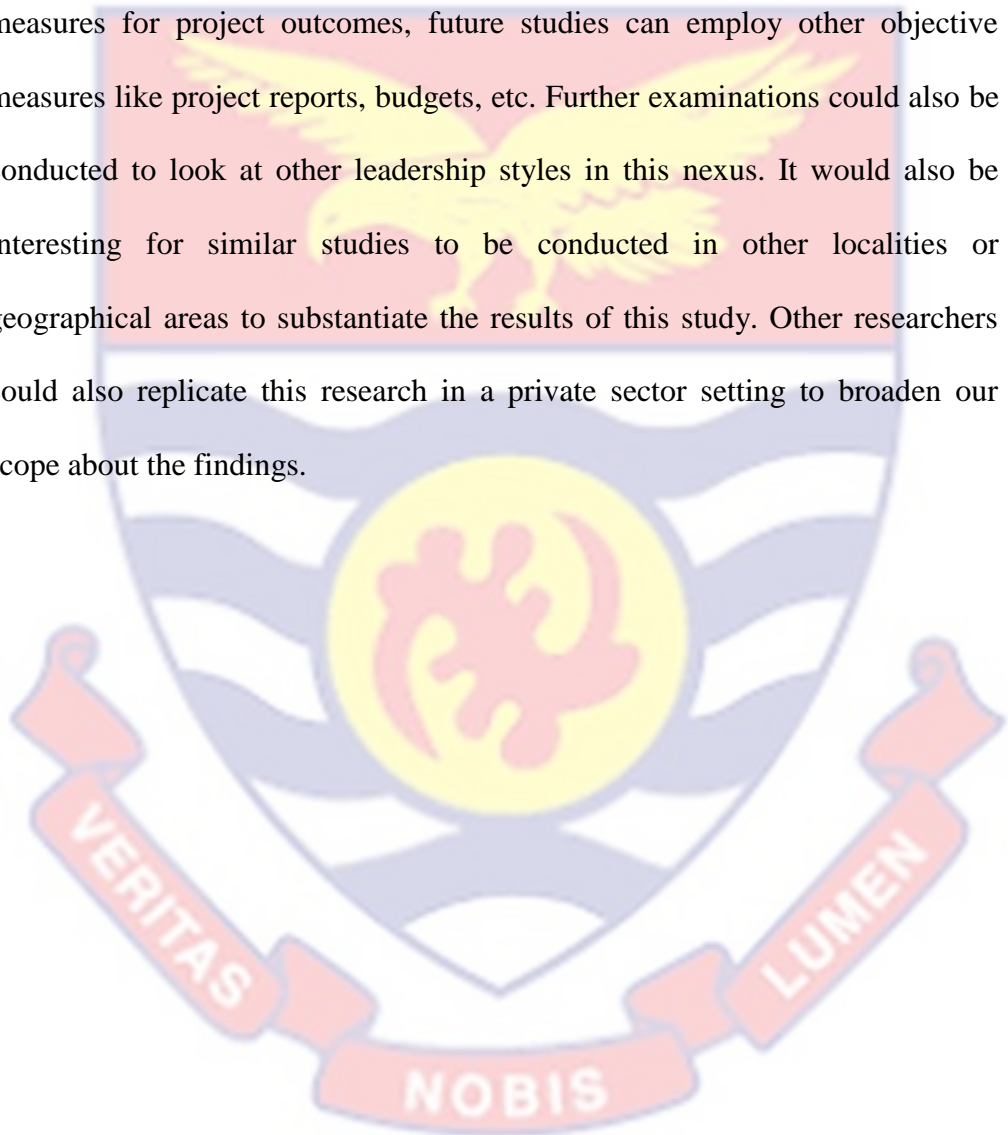
To begin with, the study recommends that project policy formulation be handled strategically by the formulating authority. Formulating the policies must be done based on broader consultations to factor in the experiences and opinions of all stakeholders to enhance its implementation and the effects of the policies on projects. In instances where the certain aspects of a policy might have outlived their relevance, they should be amended or changed entirely in order to harness the full positive impacts of these policies on the projects executed within the metropolis.

The study also recommends that, in the best interest of the project's outcome, a dynamic approach to leadership be adopted by the project leader, with greater emphasis on a transformational style. Project leaders should also be trained to develop their transformational leadership skills to boost their performance on projects. The study further recommends that, irrespective of the leadership style of the leader, he or she must place greater emphasis on

clarifying the project policy requirements, goals and other expected standards about the project to the project team members. This will ensure a smooth implementation of the policy during the execution of the project.

### **Suggestions for Future Studies**

Based on the limitation of this study posed by the use of subjective measures for project outcomes, future studies can employ other objective measures like project reports, budgets, etc. Further examinations could also be conducted to look at other leadership styles in this nexus. It would also be interesting for similar studies to be conducted in other localities or geographical areas to substantiate the results of this study. Other researchers could also replicate this research in a private sector setting to broaden our scope about the findings.



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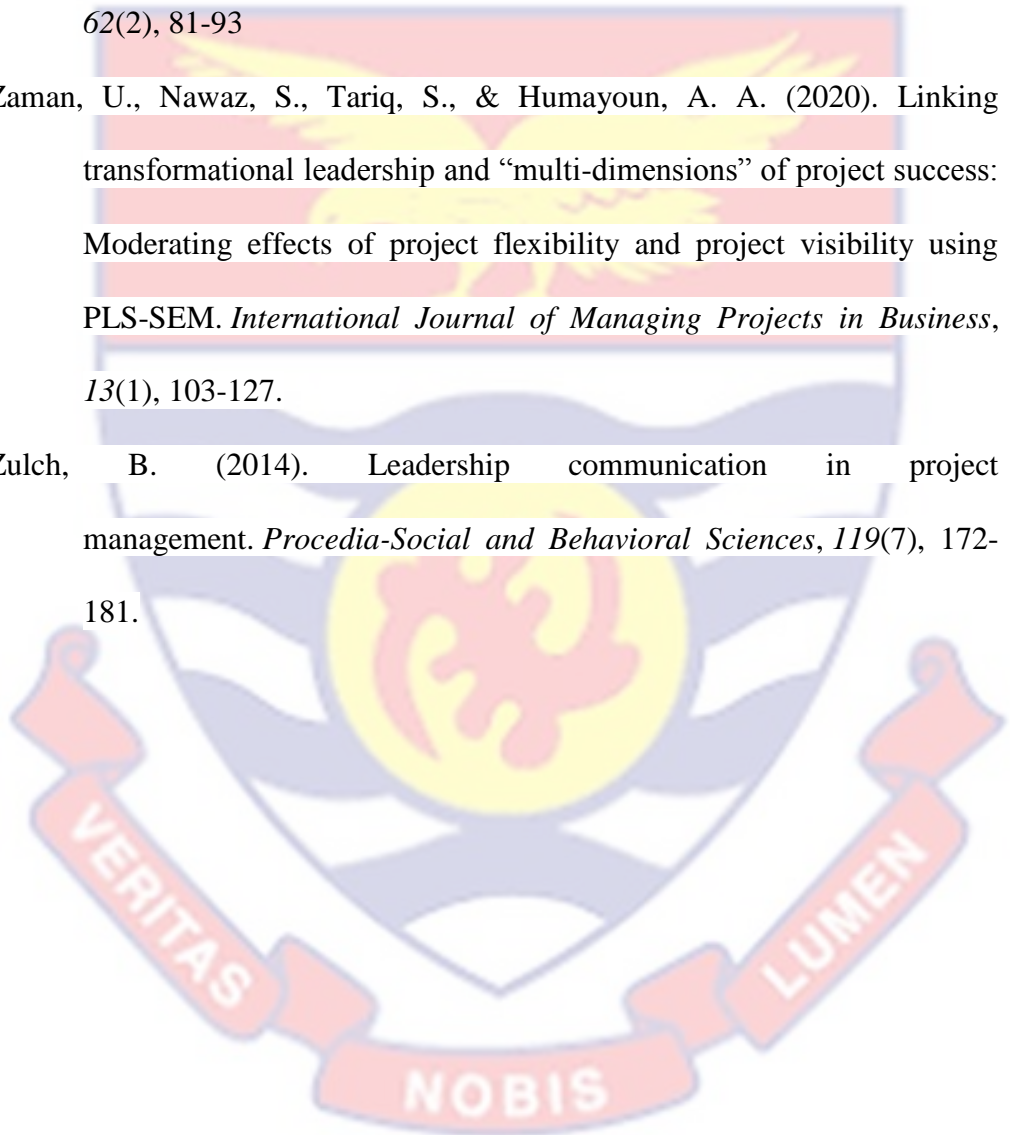
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APPENDIX

UNIVERSITY OF CAPE COAST  
 COLLEGE OF HUMANITIES AND LEGAL STUDIES  
 SCHOOL OF BUSINESS  
 DEPARTMENT OF MARKETING AND SUPPLY CHAIN  
 MANAGEMENT  
 QUESTIONNAIRE

**Title: Project policy and project outcome: the moderating role of project leadership.**

Dear Sir/Madam,

I am M.Com student undertaking research on project policy and project outcome: the moderating role of project leadership in Cape Coast Metropolitan Assembly (CCMA). This is purely an academic exercise and you are assured of anonymity. Also, your responses will be treated confidential. You are kindly entreated to respond to the questions as much as you can. Kindly note that, in the case where you have executed more than a single project with the District Assembly, please provide information on the most recent one. Please complete this form by **ticking your choices**.

**Section A: Background information of construction project management with CCMA**

1. Have you executed a construction project with CCMA within the period of 2010 - 2020? Yes/No

**Section B: Project policy**

On a scale of 1 – 5, kindly rate the following variables on project policy and its effect on project outcome at CCMA (where 1=strongly disagree, 2=disagree, 3=neutral 4=agree and 5=strongly agree)

Variable	1	2	3	4	5
The management board had overall responsibility for project policy/directives					
Disciplined policy/directives were applied throughout the project life cycle					
Directives for the project were clearly defined					
The project had a project manager who was responsible to the project owner for achieving project objectives and deliverables					
A strong emphasis on always getting personnel to follow the formally laid down procedures					
A strong emphasis on getting project followers to adhere closely to formal job descriptions by the project leader					
Prioritization of methodology compliance over people’s own experiences in doing their work					

Roles and responsibilities for project governance were clearly defined					
There were clearly defined requirements for reporting on project status and for the increase of risks and issues to the relevant organizational levels					

**Section C: Project leadership style**

On a scale of 1 – 5, kindly show how the following variables on project leadership style is adopted at your work place (where 1 being the weakly practiced and 5 being the strongly practiced)

**Transformational**

Item	1	2	3	4	5
(a) I go beyond the expectation of self-interest for the good of the group					
(b) I can quickly identify problems and solve them by working with a team.					
(c) I am better equipped to deal with any ambiguity in relation to the project					
(d)I consider the moral and ethical consequences of decisions					
(e) Team members are impressed with my supervision					
(f) I reexamine critical assumptions to question whether they are appropriate.					
(g) I help others to improve upon their strengths					
(h) I speak optimistically about the future					
(i) I stimulate and encourage my team members in projects					
(j)I set realistic and attainable goals for my project team members					

**Transactional**

Item	1	2	3	4	5
I make clear what one can expect to receive when performance goals are attained.					
I reward individual performance					
I am very realistic in solving Problems					
I reward hardworking team members and punish the lazy ones					
I pay attention when it comes to maintaining the status quo in my organization					
I mostly resist to change					
I keep track of all mistakes					

Rewards group performance					
I clearly explain the expected results for a task or a specific project					
I govern how to organize and coordinate work activities in order to avoid delays, repetition of effort, and wasted resources					

**Section D: Project Outcome**

Please score the following prevailing project outcome measures using a scale of 1 to 5 with 1 being the least level of agreement and 5 being the highest level of agreement.

Variable	1	2	3	4	5
CCMA ranked the project as a successful project					
The project attained its stated objectives					
The project delivered the expected benefits					
The project delivered the required outputs within the time constraint stated					
The project was regarded as successful by the beneficiaries					
The project output was of the expected quality					
The output of the project addressed the requirements of the end user					
The project was delivered within the cost constraint specified					
The project had adequate materials and equipment					
The project scope was clear					
There was no resistance from the local community with regards to the project					
The project was sanctioned by regulators					
There were partisan politics associated with the projects					

**Thank you very much for participating in this survey.**