

Project Managers' Leadership Style and Project Performance of Setraco Company Abuja

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Abstract : Examining the association between the leadership style of the project manager and project performance in Abuja was the aim of the study. The idea of project management was developed, encompassing the tasks of planning, directing, and controlling resources to accomplish a project's acceptable performance level, which is usually evaluated in terms of time, money, and quality. Transformation, transaction, and democratic leadership styles served as the foundation for the operationalization of leadership styles, whereas project quality determined project performance. The study primarily uses primary data obtained via surveys, which are then analysed using the Statistical Package for Social Sciences to create indices that are used to evaluate and confirm hypothesised hypotheses. There were 1,004 people in the study's population, and 125 of the 286 samples were used for the construction company. On the variables, correlation and regression analysis were done. The findings indicate that, depending on the project quality, there is a substantial correlation between the project manager's leadership style and project performance. The results demonstrate that using a transformational leadership style raises the bar for project quality. Nonetheless, based on democratic leadership, a strong correlation was found between the project manager's leadership style and the calibre of the work. It was determined that to reassess project assumptions, look for answers to project difficulties, and create fresh approaches to carrying out project tasks, project managers ought to engage with team members more frequently. Project managers must have a strong leadership style to improve the quality of their work, and they must encourage their team members' intellectual growth.

Keywords: 1. Transformational, 2. Transactional, 3. Democratic, 4. Leadership Styles, 5. Project Performance, 6. Project Quality.

Introduction

A common thread amongst developing and developed nations is the high numbers of projects being implemented, which are utilized by organizations, individuals, and the government to attain specific strategic objectives (Kariuki, 2018). Blaskovics (2014) characterizes a project to be a distinct group of organised activities carried out by an individual or organization, which has a start and finish period with set project objectives, which must be met within specified timeline, cost, and other performance measures. Prior to the mid 90's, there were not commonly used or precise techniques available for evaluating the success of a project. Projects are essential for executing strategic actions, without which an organization cannot actualize its strategy (Zaman, 2019). If a company fails to implement its strategy, it can become stagnant and unable to adapt to changing internal and external conditions, ultimately resulting in its failure (Blaskovics, 2014). Therefore, projects are crucial for the success of a company, and it is necessary to measure them effectively and identify management practices that can enhance the chances of achieving project success (Abbas & Ali, 2021).

Due to this increased emphasis on projects globally, the project management concept was birthed which involves the activities of organizing, guiding, and regulating resources to achieve a satisfactory level of project performance, typically measured in terms of time, cost, quality, and stakeholder contentment viewpoints (Kariuki, 2021). As a result, the primary objectives of project managers were to oversee the project implementation process, manage the temporary organization, and bring about beneficial change. This entails managing project stakeholders, devising, and executing plans, and delivering the desired outcome to achieve project success (Blaskovics, 2014).

The success of a project is of deep concern to its public and private sector beneficiaries (Karamunya, 2017). In this same vein, Gębczyńska (2019) opines that measuring a projects' success entails assessing key performance factors such as the project timeline, budget, quality, safety, and the total satisfaction of the client. Similarly, Doan et al (2020) argues that a successful project is when there has been a betterment in the project cost, an improved schedule, and an effective project design for all stages of the project.

The success of a project is highly dependent on the leadership style of the project manager, as it determines how team members are motivated, directed, and managed throughout the project lifecycle. But through a pilot study, it was discovered that Setraco company in Abuja using various leadership styles in its organisation is still not performing well in terms of its project. Based on this understanding, the study aimed to investigate how project managers' leadership style affects project performance.

The following hypotheses were examined and expressed in null form:

H₀₁: Transformational Leadership Style has no significant effect on Project Quality of Setraco Company in Abuja

H₀₂: Transactional Leadership Style has no significant effect on Project Quality of Setraco Company in Abuja

H₀₃: Democratic Leadership Style has no significant effect on Project Quality of Setraco Company in Abuja

Literature Review

Project manager's Leadership encompasses a fusion of aptitudes and expertise, coupled with the judicious implementation of necessary control mechanisms, aimed at effectively overseeing the triumphant execution of projects (Gębczyńska, 2019). Within an establishment, the leader is compelled to leverage their experience and proficiencies to guide their team towards achieving success. The likelihood of leaders prospering in such circumstances is heightened when their skills align specifically with the unique demands of the organization. Leadership styles play a crucial role in project success, as they shape the behaviour and actions of the project leader, influencing the team's motivation, commitment, and performance. Several leadership styles, such as transformational, transactional, democratic, and autocratic, have been extensively studied in the literature in relation to project success (Purwanto et al., 2019). According to Raziq, (2018) and Amiri, (2020), leadership style is perceived as a blend of various competences, traits, and actions employed by leaders to engage with their subordinates. The authors suggest that leadership encompasses the managerial behaviour that is intended to align the organizations or personal benefits and produce desired outcomes.

Transformational leadership style encompasses four key categories, often referred to as the four I's: "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration" (Raziq, 2018). Idealized influence pertains to the followers' emotional connection with the leader and the sense of pride allied with being affiliated with the leader. Inspirational motivation involves the leader's ability to inspire and motivate followers by presenting a compelling vision and assigning stimulating tasks aligned with that vision. Intellectual stimulation encompasses the leader's reassurance for followers to engage in critical and creative thinking, actively detecting problems, and generating suitable resolutions. Individualized consideration

entails the leader's attention to addressing the unique concerns and needs of each follower at an individual level (Abbas & Ali, 2021).

Transactional leadership style focuses on establishing clear expectations, providing rewards or punishments based on performance, and maintaining compliance with established standards (Adamu, 2022). In this same vein, Boshomane (2022) opines that this leadership approach values the establishment of exchange-based relationships with its followers, particularly in situations where goals have not been achieved. Nevertheless, Khajeh (2018) opines that while transactional leadership may be effective in ensuring task completion and adherence to project requirements, it may not stimulate innovation or long-term project performance.

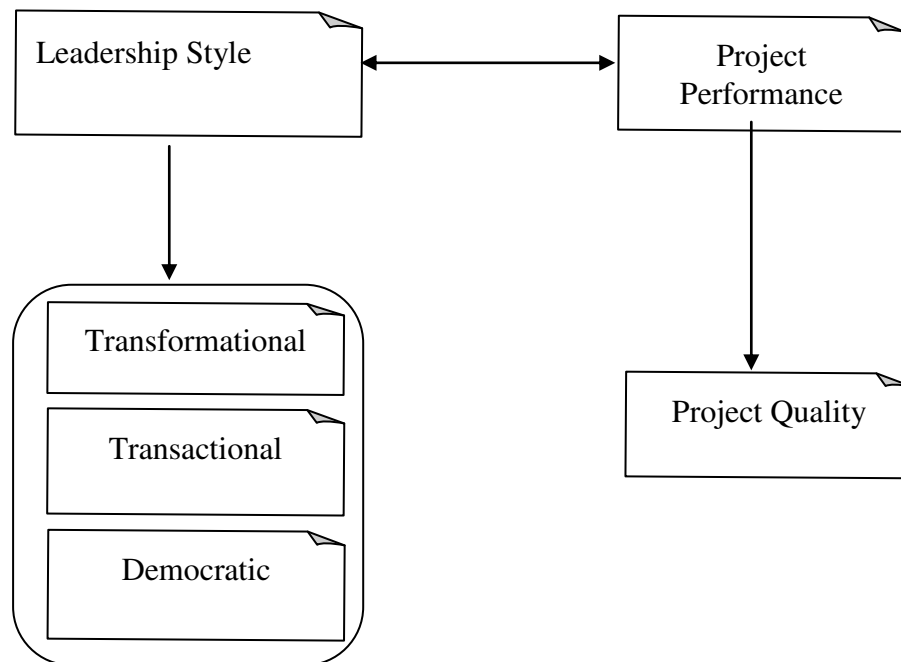
Democratic leadership is sometimes referred to as participative leadership, and it involves actively listening to the ideas and input of the group while ultimately retaining decision-making authority (Cherian, 2020). By involving team members in the decision-making process, this style of leadership enhances subordinate satisfaction and motivation (Cherian & Adamu, 2022). However, Uslu (2019) opines that democratic leadership may encounter challenges in making timely short-term decisions and in situations where roles and responsibilities are ambiguous or time is of the essence, it can lead to communication breakdowns and incomplete projects.

Project performance is a degree in which a certain task is accomplished to meets with the organizational goals in an effective and efficient way. Performance of construction projects impact the economic development of all countries more especially the developing ones (Adekunle & Ejohwomu, 2020). Thomas, Palanee & Kumar (2002) identified the key major performance criteria of construction projects as cost, quality, time, health & safety, consultants, relationship with clients, contractors, and other stakeholders (Aigbavboa & Mohapeloa, 2017). An effective project management contributes to the direction of the performance of the industry performance in the long-term to attaining competitive merits, increment the market share and improving the status of the construction companies (Allen & Shakantu, 2016). Performance of projects is quantitated through performance metrics that has been linked to several aspects which includes duration, customer's endorsement, and amendments. The ability to function effectively, financially, survive, expand, and respond to environmental opportunities and dangers is referred to as performance.

For the project to meet the needs for which it was started, quality policies, objectives, and responsibilities must be determined through processes and activities known as project quality. Because it occurs in the background, project quality is distinct from other aspects of project management. Although time and money (budget) are typically more important elements in project success, a project might stumble and falter due to

a lack of focus on quality just as much. Project quality is a gauge of how well a company meets the needs and expectations of its clients. Clients make service purchases in response to certain requirements. A business that prioritises project quality provides services that either meet or beyond the expectations of its clients. Project quality is defined as a post-consumption assessment of services by customers or consumers (Ariel, 2018).

Conceptual Framework



Source: Researchers Conceptualization(2023)

Figure 1: Conceptual framework.

Theoretical Framework

Transformational Leadership Theory

The significance of transformational leadership theories in advancing the field, as they acknowledge the crucial role played by emotional, symbolic, and highly motivating behaviours that directly influence the thoughts and sentiments of followers. The efficacy of project managers is contingent upon the specific situations they encounter and the attributes inherent within their teams. A captivating disparity between a leader and a project manager lies in their respective focuses: a leader emphasizes

executing the correct actions (effectiveness), while a manager emphasizes executing actions correctly. Leaders primarily concentrate on determining what tasks must be carried out, whereas managers focus on the methods employed to execute those tasks, and leaders prioritize undertaking the appropriate actions, whereas managers prioritize executing actions accurately.

Empirical Review

Wu and Qi (2022) investigated how project performance in the construction industry is affected by different leadership styles, such as transactional, democratic, autocratic, and transformational. According to the research, project success was positively impacted by transformational and democratic leadership whereas autocratic and transactional leadership had the opposite effect. Quantitative research methods were employed in the study. A structured questionnaire that was given to team members and project managers working on construction projects allowed the researchers to gather data.

Cardoso and Pedrosa (2022) investigated the influence of leadership styles (including transformational, transactional, and laissez-faire) on project performance in the public sector. According to the research, transactional and laissez-faire leadership tended to have a negative impact on project success, whereas transformational leadership had a favourable effect. Quantitative research methods were employed in the study. Project managers and team members employed by public sector organisations completed a survey to provide data for the study.

Abunuwara and Mustafa (2022) examined the impact of leadership styles (including autocratic, democratic, transactional, and transformational) on project performance in the construction industry in Palestine. The results showed that while autocratic and transactional leadership styles had a detrimental impact on project success, transformational and democratic leadership styles had a positive influence. A quantitative research approach was applied in the investigation. Project managers and team members involved in building projects were given a standardised questionnaire by the researchers, which they used to gather data.

Levy and Maltz (2017) investigated project performance from a strategic perspective and found that project managers' leadership style had a significant impact on project performance. Project performance was favourably impacted by a leadership approach that encouraged creativity, drive, and cooperation. A mixed technique approach was adopted in the investigation. To gather information on the elements that contribute to project success, such as leadership style, it blended quantitative surveys with qualitative interviews with project managers.

Pinto and Slevin (2016) examined critical success factors at different stages of the project life cycle and identified that leadership style was a crucial factor affecting project performance. According to the study, a democratic and participative leadership style had a good impact on project success, fostering better communication, team motivation, and problem-solving. They study used a mixed method approach. The researchers collected data through a combination of surveys and interviews with project managers, team members, and stakeholders.

The gap in this study has to do with understanding how leadership styles impact factors such as project sustainability, benefits realization, and organizational learning over the project's entire lifecycle would offer a more wide-ranging picture of the leadership-success affiliation. Addressing these gaps would contribute to a more holistic understanding of the effect of project managers' leadership style on project success. This study focuses on the areas to enhance knowledge of the underlying mechanisms, moderating factors, and cultural considerations that shape this relationship, ultimately providing practical insights for project management practitioners and organizations.

Methodology

The survey design was chosen as the research method for this investigation. It involved a fixed sample of subjects, each of which was interviewed twice over a period (Malhotra, 2011). Primary information was gathered from Setraco company in Abuja. A self-completed questionnaire was used to collect the data, which was standardised using structured statements and a pre-established framework for responses. The questionnaire employed responses that were itemised using a 5-point Likert scale and non-comparative measures. Due to the study's longitudinal nature, two different types of surveys were needed, each with a different set of questions. The employees responded to the surveys. The first one gathered data on project managers leadership style and performance; the second, used subsequently, was used to determine whether respondents' working effort had been impacted and to identify potential causes of gaps amid project managers leadership style and project quality.

To assess the study hypotheses, data evaluation was conducted using multiple regression analysis and SPSS 20.0. Multi-group analysis was utilised in order to investigate the two construction companies. The study's 1004-person population was sampled in accordance with the 1967 Taro Yamane formula to:

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

Where N is the population size

e is the margin error (assume 5%)

$1 = \text{constant}$

$e = 0.05$

$n = 1004 / (1 + 1004(0.05)^2)$

$n = 1004 / (1 + 1004(0.0025))$

$n = 1004 / 1.251$

$n = 1004 / 3.51$

$n = 286$

Model Specification

There are independent and dependent factors in this study. Project success is the dependent variable, and leadership styles—transformational, transactional, and democratic—are the independent variables.

The Model is depicting the multiple variables. Therefore, the model is expressed as

$PSU = f(\text{TRF}, \text{TRS}, \text{DEM})$

$PSU = PQU$

$PQU = \beta_0 + \beta_1 \text{TRF} + \beta_2 \text{TRS} + \beta_3 \text{DEM} + e$

Adopted from Machuka, (2019), with a slight modification to suit the adoptability of this study.

Where:

TRF = Transformational leadership style

TRS = Transactional leadership style

DEM = Democratic leadership style

β_0 = constant

e = Error term in the equation

$\beta_1 - \beta_3$ = co-efficient of independent variables

Analysis and Results

The data, which was a total of 286 copies of the questionnaire were administered and a successful return rate of 125 was achieved, representing a response rate of 43.71%, which was achieved since the researcher and his assistants waited for the responders to fill and returned the instrument immediately. The data presented here are the demographic profiles of the responders in Table 1.

Overview of Data collection

Table 1: Socio-Demographic of the Respondents

Gender	Frequency	Percentage	Valid percentage	Cumulative percentage
Male	98	78.4	78.4	78.4100.0
Female	27	21.6	21.6	
Total	125	100.0	100.0	

Source: Field Survey, 2023

The table above presents the gender information of the respondents. As indicated, 98 respondents were males with 78.40% while 27 respondents were females with 21.60%.

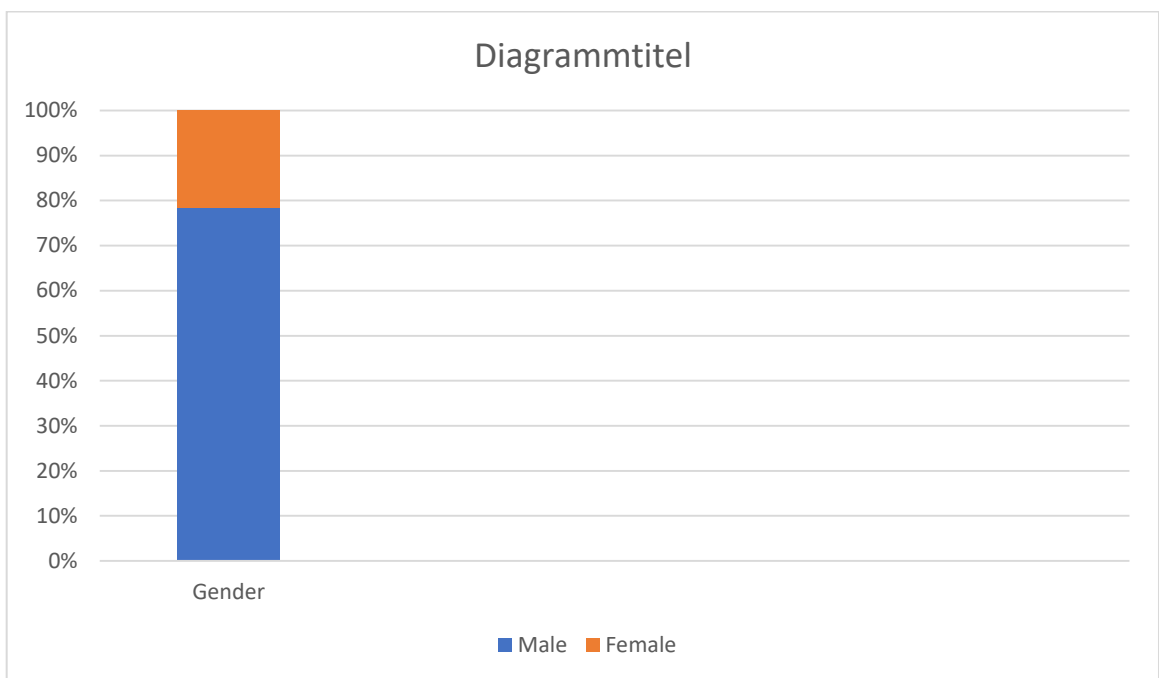


Figure 2: Socio-Demographic of the Respondents

Table 2: Respondents Profession

Profession	Frequency	Percentage	Valid percentage	Cumulative percentage
Surveyor	20	16.0	16.0	16.0
Site Manager	19	15.2	15.2	31.2
Civil Engineer	36	28.8	28.8	60.0
Electrical Engineer	26	20.8	20.8	80.8
Mechanical Engineer	24	19.2	19.2	100
Total	125	100.0	100.0	

Source: Field Survey, 2023

The table summarizes respondent’s profession which shows 16.0% of respondents are quantity surveyors, 15.20% are site managers, 28.80% are civil engineers, 20.8% are electrical engineers and 19.20% are mechanical engineers.

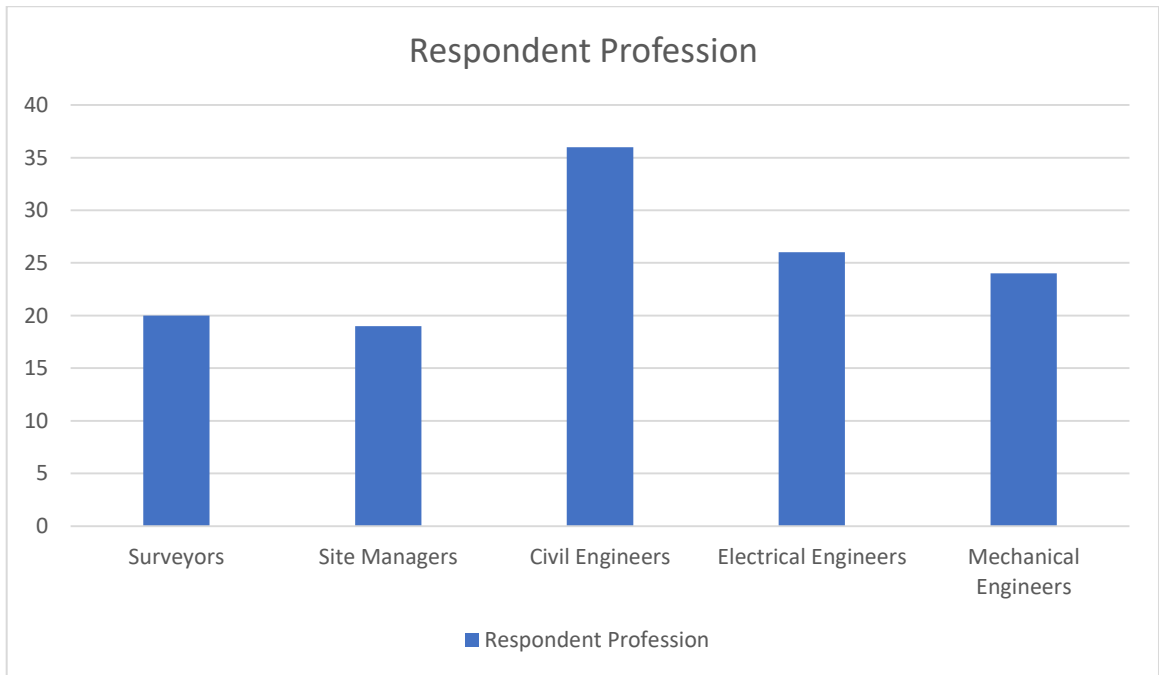


Figure 3: Respondents Profession

Table 3: Respondents Age

Age	Frequenc y	Percenta ge	Valid percentage	Cumulative percentage
25 – 35	19	15.2	15.2	15.2
36 – 45	41	32.8	32.8	48.0
46 – 55	38	30.4	30.4	78.4
56 – 65	25	20.0	20.0	98.4
66 - above	2	1.6	1.6	100
Total	125	100.0	100.0	

Source: Field Survey, 2023

The table shows respondents within the range of 25-35 years have 15.20%, 36-45 years have 32.80%, 46-55 years have 30.40%, 56-65 years have 20% and 66 above have only 1.60%.

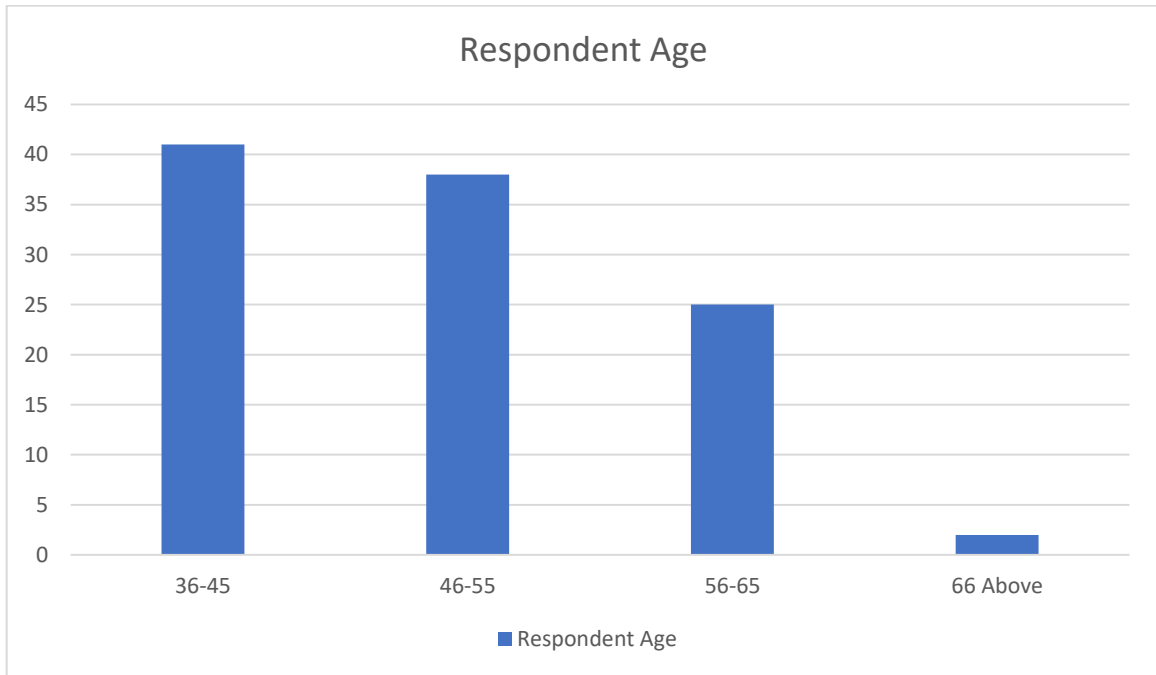


Figure 4: Respondents Age

Table 4: Respondents Academic Qualification

Academic Qualification	Frequency	Percentage	Valid Percentage	Cumulative Percentage
ND/NCE	32	25.6	25.6	25.6
B.Sc/HND	45	36.0	36.0	61.6
M.Sc/MBA	43	34.4	34.4	96.0
PhD	5	4.0	4.0	100
Total	125	100.0	100.0	

Source: Field Survey, 2023

The academic qualification of the respondents is summarized in the table above, where respondents with ND/NCE have 25.60%, B.sc/HND holders have 36.0%, M.sc/MBA has 34.40%, and Ph.D. holders has 4.20%. The respondent's academic qualification is important to support the fact that they possess the expertise and ability to exercise the professional judgement necessary to ensure the validity of the data gathered for the study.

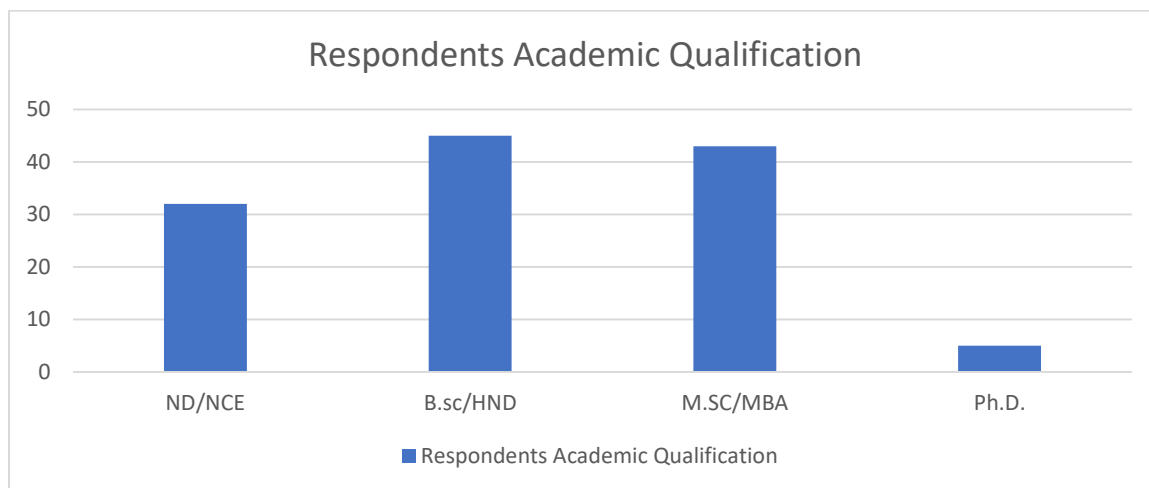


Figure 5: Respondents Academic Qualification

Table 5: Respondents Experience

Work Experience	Frequency	Percentage	Valid Percentage	Cumulative percentage
1 – 5 years	16	12.8	12.8	12.8
6 – 10 years	20	16.0	16.0	28.8
11 – 15 years	25	20.0	20.0	48.8
16 – 20 years	29	23.2	23.2	72.0
21 – above years	35	28.0	28.0	100.0
Total	125	100.0	100.0	

Source: Field Survey, 2023

The respondents with the fewest years of work experience—12.80%—have the least amount of work experience; those with six to ten years have 16.0%; those with eleven to fifteen years have 20%; those with sixteen to twenty years have 23.20%; and those with twenty-one years or more have 28%. Respondents working experience is very essential in providing skilled and capable of overpowering challenges during construction of projects. As a result, the respondents have adequate knowledge and experience.

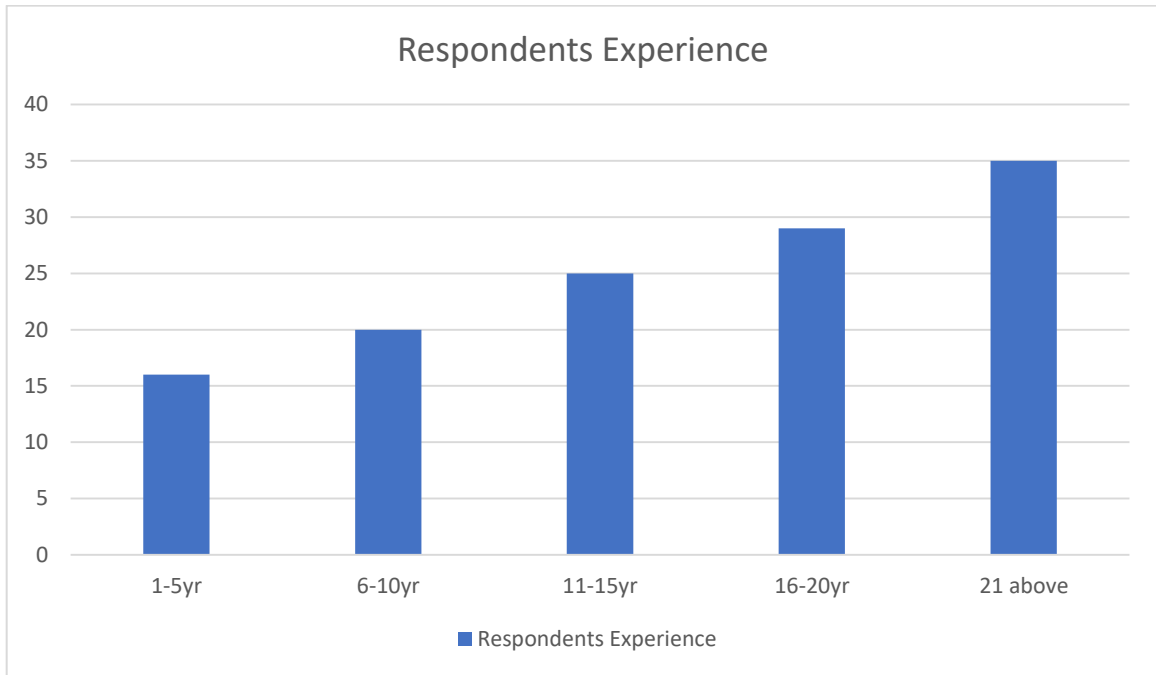


Figure 6: Respondents Experience

Table 6: Respondents Position

Position	Frequency	Percentage	Valid percentage	Cumulative percentage
Top Manager	34	27.2	27.2	27.2
Foreman	37	29.6	29.6	56.8
Supervisor	31	24.8	24.8	81.6
Project Manager	23	18.4	18.4	100.0
Total	125	100.0	100.0	

Source: Field Survey, 2023

The table indicates top managers to have 27.20%, foremen have 29.60%, and supervisors have 24.80% and project managers have 18.40%.



Figure 7: Respondents Position

Data Analysis

The Setraco company provided the data, which were then evaluated using regression, correlation, and descriptive statistics. The results derived from every question posed based on the factors employed in this investigation are displayed in tables. To ensure lucidity and prevent any potential ambiguities, the results derived from every question posed are displayed in tables.

Descriptive Statistics

The minimum, maximum, mean, standard deviation, and variance of each independent variable with respect to the dependent variable's mean and standard deviation are all shown via descriptive statistics.

Table 7: Descriptive Statistics

Result	Transformational	Transactional	Democratic
Mean	2.5152	2.3939	2.6667
Std. Deviation	.50752	.60927	.47871
Variance	.258	.371	.229
Minimum	4.00	3.00	4.00
Maximum	5.00	5.00	5.00

Source: SPSS version result

The findings of the descriptive statistics are shown in this table. Transformational has a variance of 0.258, a standard deviation of 0.508, and a mean of 2.515 with a range of 4 to 5. With a minimum of 3 and a maximum of 5, transactional has a mean of 2.394, a

standard deviation of 0.609, and a variance of 0.371. The Democratic has a variance of 0.229, a standard deviation of 0.479, a minimum of 4, and a high of 5. Its mean is 2.667. The autocratic model has a variance of 0.2133, a standard deviation of 0.3989, a minimum of 3, and a maximum of 5. Its mean is 2.4563. The standard deviation shows the variances in the respondents' questionnaire responses, while the mean shows the overall average responses for each group.

RQ 1: To what extent does transformational leadership style affect the project quality of Setraco Company?

Table 8: Transformational leadership Practices is more significant to establish quality?

Transformational leadership

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Agree	23	18.4	18.4	18.4
Strongly agree	99	79.2	79.2	97.6
Undecided	3	2.4	2.4	100.0
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	125	100.0	100.0	

Source: SPSS version result

The opinions of 125 respondents are displayed in the table; 23 respondents agreed (18.4%), 99 respondents strongly agreed (77.2%), and 3 respondents were unsure (2.4%). Transformational leadership style techniques can enhance project performance. This suggests that a resounding majority of respondents strongly agreed that using transformational leadership techniques enhances project performance.

RQ 2: To what extent does transactional leadership style affect the project quality of Setraco Company?

Table 9: Transformational leadership have an important mediating effect between their leadership styles and job performance.

Transactional Leadership Style

Response	Frequency	Percentage	Valid percentage	Cumulative percentage
Agree	40	32.0	32.0	32.0
Strongly agree	72	57.6	57.6	89.6
Undecided	6	4.8	4.8	94.4
Disagree	6	4.8	4.8	99.2
Strongly Disagree	1	0.8	0.8	100.0
Total	125	100.0	100.0	

Source: SPSS result.

The table above displays the opinions of 125 respondents in total. Of these, 40 respondents (32% agreed), 72 respondents (57.6%) strongly agreed, and 6 respondents (4.8% undecided), 6 respondents (4.8% disagreed), and 1 respondent (0.8%) strongly disagreed that a transactional leadership style can improve the performance of construction projects. This suggests that a sizable majority of respondents firmly agreed that a transactional leadership style enhances project performance.

RQ 3: To what extent does democratic leadership style affect the project quality of Setraco Company?

Table 10: Transactional leadership has a positive relationship on organizational innovation and performance.

Democratic leadership style

Response	Frequency	Percentage	Valid percentage	Cumulative percentage
Strongly disagree	2	1.6	1.6	1.6
Disagree	10	8.0	8.0	9.6
Undecided	13	10.4	10.4	20.0
Agree	45	36.0	36.0	56.0
Strongly agree	55	44.0	44.0	100.0
Total	125	100.0	100.0	

Source: SPSS result

The table above lists 125 respondents in total. A Democratic leadership style can enhance the success of building projects, according to 2 respondents with 1.6%

strongly disagreeing, 10 respondents with 8% disagreeing, 13 respondents with 10.4% uncertain, 45 respondents with 36% agreeing, and 55 respondents with 44% strongly agreeing.

Regression Results

The outcome of the regression shows how each independent variable affects the dependent variable. The model's F statistics, R^2 , and corrected R^2 are displayed together with the co-efficient values, which represent the impact's range from 0% to 100%.

Table 11: Sample t-test for Regression Analysis

variables (constants)	Coefficient	Prob-t	Std error	t-statistics	Sig (2-tailed)
TRF	0.399	0.001	0.059	5.943	0.00
TRS	0.343	0.002	0.048	4.875	0.01
DEM	0.293	0.001	0.039	4.210	0.01
R-Squares	0.767				
Adj R-Square	0.764				
F-Statistics	210.342				

Source: Researcher (2023).

The table above presents the regression results of the model which comprises the independent variables (TRF, TRS & DEM) and dependent variable (PQU). The R^2 of the model is 0.767; according to this number, the model can account for a sizable portion of the variation in the dependent variables. But as the table above shows, the F-statistic value is 210.342 with a significance value of 0.01, which is smaller than the p-value of 0.05 and indicates that the explanatory variable parts can work together to impact the increase in the dependent variable. There is a clear correlation between Transformational and project quality, and Transformational is the predictor. The transformational t-test coefficient in the table above is 0.399, and the p-value is 0.000, which is less than 0.05, or $P < 0.05$. At the 5% significant level, this indicates that these variables are statistically significant.

Regression Result

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.663 ^a	.847	.772	.08503		
a. Predictors: (Constant), TRF, TRS, DEM						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	305.953	2	406.954	280.875	.000 ^b
	Residual	187.357	123	1.089		
	Total	493.310	124			
a. Dependent Variable: Project Quality						
b. Predictors: (Constant), TRF, TRS, DEM						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.773	.256		-2.877	.005
	TRF	.613	.064	.588	9.542	.000
	TRS	1.138	.068	.788	16.759	.000
	DEM	.681	.056	.680	12.174	.000
a. Dependent Variable: Project Quality						

Source: econometric output, 2023

Decision Rule: 5% level of significance

Project quality is the dependent variable as it is displayed. This served as a benchmark for analysing the relationship between the variables. Transformational, Transactional, and Democratic leadership styles are the predictors. These three leadership philosophies and project quality are positively correlated. This indicates that a sampling organization's full adoption of the satisfied employee can contribute to the organization's increased effectiveness. The Transformational Leadership t-test coefficient is 9.542 and the P-value is 0.000, which is less than 0.05, based on the results shown in the table above. This indicates that, at the 5% significant level, these variables are statistically significant. Additionally, the democratic leadership style t-

test coefficient result in the above table is 12.174, and the P-value is 0.000, which is less than 0.05. This indicates that, at the 5% significant level, these variables are statistically significant. In conclusion, the transactional t-test coefficient in the table above is 9.542, and the P-value is 0.000, which is less than 0.05. This indicates that, at the 5% significant level, these variables are statistically significant.

Discussion of Findings

This research investigated the extent to which project manager's leadership styles affect the project performance of Setraco company. All the results have mean greater than the average, which implies that all statements are true. According to the survey 84.9% agree that it is true that the leadership styles encourage them to take initiative, 67% agree that it is also true to say that the leadership styles let their employees do the work the best way for the organizational goals. The discovery of a statistically significant correlation between the leadership style of project managers and project performance (quality) attests to the critical role project managers play in guaranteeing projects are completed within the allotted period.

The study's findings are in line with the body of existing research, which indicates that portfolio managers' transformational leadership style has a favourable correlation with project performance. Furthermore, the findings validate the importance of a transformational leadership style in improving project success. The discovery that a leader can embrace both transformational and democratic leadership styles depending on the job at hand is consistent with previous research showing that both leadership philosophies account for a higher explanatory power. The two main leadership philosophies utilised by project managers to ensure the efficacy and successful completion of their initiatives are transformational and democratic. This backs up Iqbal's (2018) claim that workers under a democratic leadership style have some discretionary power to carry out tasks that result in higher performance.

Thus, more motivated workers result from democratic leadership, which ultimately raises performance. These findings are consistent with the visionary leadership theory and the contingency theory, which promote the adoption of a suitable leadership style according to the circumstances. There was a statistically significant association between the factors regarding the relationship between the leadership style of the project manager and the effectiveness of the project. One such explanation could be related to the usage of transactional leadership style in the firm that limits the inputs of adjustment by subordinate workers. This means that even if a project has time over-run, it is not automatic that there will be beneficial adjustment.

Conclusion and Recommendations

The study concludes that a project manager's leadership style and project success, that is, project quality in the Setraco company, have a significant relationship. For example, an increase of one unit in Intellectual Stimulation would result in a 0.485 reduction in project quality, while an increase of one unit in Management by Exception would yield a 0.756 increase in project quality. The study suggests that for a successful leadership style, appropriate modifications should be made to prevent variation and increase productivity in the construction company. This recommendation is based on the study's findings and conclusion. The study also showed that by evaluating the effectiveness of construction activities, project managers can obtain pertinent data that would help them keep control over the project's course. In order to facilitate quick access, storage, retrieval, and project data analysis for all projects, the leadership management system must be correctly managed. To enhance project delivery, contemporary project management tools and methodologies should be applied appropriately.

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