

Effect of Leadership Styles on Performance of Telecommunication Project in Rwanda - Case Study Passive Infrastructure Upgrades Project

Mudahemuka Jean De Dieu Kamanzi¹, Dr. Patrick Mulyungi²

^{1,2} Jomo Kenyatta University of Agriculture and Technology

Abstract: *The purpose of this study examined the effect of leadership style on performance of telecommunication projects in Rwanda because some project managers have failed to plan affectively for the project requirements hence affecting project performance, they failed to communicate project milestone in time to the different stakeholders hence creating rooms for conflict, they have also fail to motivate project employees and some leaders give autocratic instructions which de-motivated project employees hence affecting project performance inform of time, cost and quality. This was achieved by use of three specific objectives namely; to assess the effect of Supportive Leadership Style on performance of Passive Infrastructure Upgrade Project; to examine the effect of Directive Leadership Style on performance of Passive Infrastructure Upgrade Project and to evaluate the effect of Participative Leadership style on performance of Passive Infrastructure Upgrade Project. The study is significant to researcher, project teams and JKUAT. Researcher used descriptive research design basing on qualitative and quantitative approach. Population of the study was 23 members of the project team, out of which all of population were picked by use of Universal sampling technique. Researcher used SPSS (version 22) to process data and analysis was done by Coefficient correlation model in order to establish relationship between dependent and independent variables. In the findings it was established MTN Rwanda Passive Infrastructure Upgrade Project practiced different leadership style ranging from directive leadership style, supportive leadership style and participative leadership style. In supportive leadership style the project leaders respect project team, recognize the performance of members, provide training and compensation. In directive leadership style the teamwork according to laid down rules and regulations, provides report, follows schedule and provide delegation to some extent. Lastly, in participative leadership style project team ideas are listening to and decision are shared accordingly. The regression equation above established that taking all factors into account Performance of Passive Infrastructure Upgrade Project as a result of (Supportive Leadership Style, Directive leadership style and Participative Leadership Style) at Zero Performance of Passive Infrastructure Upgrade Project. The equation presented also shows that taking all other independent variables at zero, a unit increase in Supportive Leadership Style would lead to a 0.601 unit increase in the scores of Performance of Passive Infrastructure Upgrade Project, a unit increase in directive leadership style would lead to a 0.400 unit increase in Performance of Passive Infrastructure Upgrade Project and a unit increase in participative leadership style would lead to a 0.516 increase in Performance of Passive Infrastructure Upgrade Project.*

Keywords: Directive Leadership, Project Performance, Leadership Style, Supportive Leadership

1. Introduction

The business environment is changing radically as a result of major societal forces. Technological advances, globalization, deregulation, consumer awareness and the competition are leaching their toll on organizational performances and creating new behaviors and challenges (Dixon and Hart, 2010). Although many factors may influence the performance of projects around the world, there can be little doubt that the quality of leadership available to it will be one of the most critical determinants of ultimate project success; hence leadership behavior plays a very important role in enhancing project success. In recognition of this fact, tremendous effort and resources have been expended, with varying degrees of success, to identify and develop personnel who will occupy the positions of project leadership needed to meet present and future project requirements (Negron, 2009). Good leadership behavior accelerates project performance in that it makes a project to finish in time, within the required quality and cost.

2. Statement of the Problem

The leader is expected to continually generate new ideas for increasing effectiveness and productivity within the organization. She is required to provide needed strategies for

executing the ideas/vision and motivate the employees to accomplish the vision by using their own initiatives to improve their inter-group relations in and outside of the organization. But however, some managers have not been able to perform accordingly and this has affected many project performance inform of timely service delivery, quality service and cost effective service. Some project managers have failed to plan affectively for the project requirements hence affecting project performance, they failed to communicate project milestone in time to the different stakeholders hence creating rooms for conflict. Furthermore, they have also fail to motivate project employees according and some leaders are autocratic, they give instructions with a lot of command and this has de-motivated some project employees. From most previous studies, it can be concluded that the success of an organization is often tied to the effectiveness of its leaders, especially in managing human resources, once project managers fail to manage the human resource effectively and efficiently then the project is bound to fail to meets its goals and objective hence managers continually strive to improve their leadership styles to increase organizational performance and they suppose that employees are accepting them and yet they are not. It is based on the above background that is why the researcher is prompted to assess

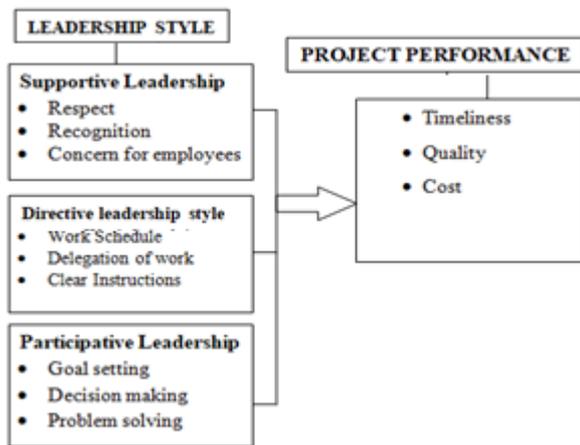
the effect of leadership style on performance of telecommunication projects in Rwanda.

3. Objectives of the Study

The general objective of the study examined the effect of leadership style on performance of telecommunication projects in Rwanda. Its specific objectives were:

- 1) To assess the effect of Supportive Leadership Style on performance of Passive Infrastructure Upgrade Project.
- 2) To examine the effect of Directive Leadership Style on performance of Passive Infrastructure Upgrade Project.
- 3) To evaluate the effect of Participative Leadership style on performance of Passive Infrastructure Upgrade Project.

4. Conceptual Framework



5. Research Methodology

- **Research Design:** For this purpose, the researcher used descriptive research design, based on both qualitative and quantitative approach
- **Target Population:** The population of this study comprised of all project team. The target population included 23 comprising of project team and was all used as a sample size
- **Data collection instruments:** Researcher used both primary and secondary source of data collection. Primary source included questionnaires containing originality data through gathering information relevant to the study and secondary data which included project reports.
- **Data processing and analysis:** Qualitative analysis techniques were used. The Qualitative analysis techniques complemented with some statistics that was mainly be obtained from the secondary data that was obtained through documentary analysis from the case study organization. Qualitative data was thematically coded and then statistically analyzed. Qualitative data which is from the open-ended questions was analyzed using content analysis. The findings from the qualitative data were then presented in a prose form.

6. Summary of Research Findings

6.1 Supportive Leadership Style and performance of Passive Infrastructure Upgrade Project

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.610	.85024

a. Predictors: (Constant), Supportive Leadership Style

a. Dependent Variable; Performance of Passive Infrastructure Upgrade Project (cost, quality and timely)

R-square =0.629(62.9). 62.9% variations in Performance of Passive Infrastructure Upgrade Project have been captured by the model used. Since the p-value is 0.000, the model Performance of Passive Infrastructure Upgrade Project is statistically significant

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.496	1	24.496	33.886	.000 ^b
	Residual	14.458	20	.723		
	Total	38.955	21			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Supportive Leadership Style

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.094	1.890		1.108	.281
	Supportive Leadership Style	.601	.103	.793	5.821	.000

a. Dependent Variable: Project performance

Results indicate that supportive leadership style has a relationship with Performance of Passive Infrastructure Upgrade Project. The significance is 0.000 which indicates that there is positive relationship (0.601) between Supportive Leadership Style on performance of Passive Infrastructure Upgrade Project. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project, cost effective and quality project hence they improved Performance of Passive Infrastructure Upgrade Project. The beta of supportive leadership Style is 0.793 with a t-statistic of 5.821. The positive coefficients mean a unit change in supportive leadership style on performance leads to a 0.601 units increase in performance of Passive Infrastructure Upgrade Project while directive leadership Style and participative leadership style constant and since the P- value = 0.000 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H0 in favor of Hi the alternative.

6.2 Directive Leadership Style on performance of Passive Infrastructure Upgrade Project

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 ^a	.225	.186	1.22849

a. Predictors: (Constant), Directive Leadership Style

R-square =0.225(22.5%). 25.5% variations in Service delivery have been captured by the model used above. Since the p-value is of 0.026, the model Performance of Passive Infrastructure Upgrade Project is not statistically significant.

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	8.771	1	8.771	5.812	.026 ^b
	Residual	30.184	20	1.509		
	Total	38.955	21			

a. Dependent Variable: Project performance
b. Predictors: (Constant), Directive Leadership Style

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.437	3.167		1.717	.101
	Directive Leadership Style	.400	.166	.475	2.411	.026

a. Dependent Variable: Project performance

Results indicate that directive leadership style has a relationship with Performance of Passive Infrastructure Upgrade Project. The significance is 0.026 which indicates that there is positive relationship (0.400) between directive leadership style and Performance of Passive Infrastructure Upgrade Project. These results provide reasonable evidence to the consistent view that, there is increase in Performance of Passive Infrastructure Upgrade Project of the project, cost effective and quality project hence they improved performance of Passive Infrastructure Upgrade Project. The beta of directive leadership is 0.457 with a t-statistic of 2.441. The positive coefficients mean a unit change in directive leadership style leads to a 0.400 units increase in performance of Passive Infrastructure Upgrade Project while keeping participative leadership style and supportive leadership style constant and since the P- value = 0.026 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H0 in favor of Hi the alternative.

6.3 Participative Leadership style and performance of Passive Infrastructure Upgrade Project

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.401	.372	1.07969

a. Predictors: (Constant), Participative Leadership Style

R-square =0.401 (40.1%). 40.1% variations in Performance of Passive Infrastructure Upgrade Project have been captured by the model used. Since the p-value is of 0.000, the model Performance of Passive Infrastructure Upgrade Project is statistically significant or good.

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	15.640	1	15.640	13.416	.002 ^b
	Residual	23.315	20	1.166		
	Total	38.955	21			

- a. Dependent Variable: Project performance
- b. Predictors: (Constant), Participative Leadership Style

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.408	2.641		1.290	.212
	Participative Leadership Style	.516	.141	.634	3.663	.002

a. Dependent Variable: Project performance

Results indicate that participative leadership style has a relationship with Performance of Passive Infrastructure Upgrade Project. The significance is 0.002 which indicates that there is positive relationship (0.516) between participative leadership style and Performance of Passive Infrastructure Upgrade Project. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project, cost effective and quality project hence they improved Performance of Passive Infrastructure Upgrade Project. The beta of participative leadership style is 0.634 with a t-statistic of 3.663. The positive coefficients mean a unit change in participative leadership style to a 0.516 units increase in Performance of Passive Infrastructure Upgrade Project while keeping supportive leadership style and directive leadership style constant and since the P- value = 0.002 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H0 in favor of Hi the alternative.

6.4 Summary of the Correlations

The regression equation above established that taking all factors into account Performance of Passive Infrastructure Upgrade Project as a result of (Supportive Leadership Style, Directive leadership style and Participative Leadership Style) at Zero Performance of Passive Infrastructure Upgrade Project. The equation presented also shows that taking all other independent variables at zero, a unit increase in Supportive Leadership Style would lead to a 0.601 unit increase in the scores of Performance of Passive Infrastructure Upgrade Project, a unit increase in directive leadership style would lead to a 0.400 unit increase in Performance of Passive Infrastructure Upgrade Project and a unit increase in participative leadership style would lead to a 0.516 increase in Performance of Passive Infrastructure Upgrade Project.

6.5 Leadership style Challenges in Passive Infrastructure Upgrade Project

The researcher has realized that they are some Leadership style Challenges in Passive Infrastructure Upgrade Project which includes inadequate support inform of training, inadequate delegations, inadequate recognition, employees not involved in decision making, employees voice not fully listened to and report not shared timely.

7. Conclusions and Recommendations

7.1 Conclusions

From the findings, it was established MTN Rwanda Passive Infrastructure Upgrade Project practiced different leadership style ranging from directive leadership style, supportive leadership style and participative leadership style. In supportive leadership style the project leaders respect project team, recognize the performance of members, provide training and compensation. In directive leadership style the teamwork according to laid down rules and regulations, provides report, follows schedule and provide delegation to some extent. Lastly, in participative leadership style project team ideas are listening to and decision are shared accordingly. The regression equation above established that taking all factors into account Performance of Passive Infrastructure Upgrade Project as a result of (Supportive Leadership Style, Directive leadership style and Participative Leadership Style) at Zero Performance of Passive Infrastructure Upgrade Project. The equation presented also shows that taking all other independent variables at zero, a unit increase in Supportive Leadership Style would lead to a 0.601 unit increase in the scores of Performance of Passive Infrastructure Upgrade Project, a unit increase in directive leadership style would lead to a 0.400 unit increase in Performance of Passive Infrastructure Upgrade Project and a unit increase in participative leadership style would lead to a 0.516 increase in Performance of Passive Infrastructure Upgrade Project. This implies that there is a significant relationship between leadership style and Performance of Passive Infrastructure Upgrade Project. Researcher can therefore conclude leadership style highly contribute positive to Performance of Passive Infrastructure Upgrade Project by 63.4%.

7.2 Recommendations

The researcher has identified the following recommendations in order to promote Performance of Passive Infrastructure Upgrade Project:

- The project managers should motivate project team effectively by providing for them adequate financial remuneration.
- The project managers should provide continuous training and development for the project team in order to provide quality work.
- The project team should be consulted from time to time so that they can share their ideas
- The project managers should learn to delegate job responsibilities so that the project operations are not affected.

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