**THE INFLUENCE OF PROJECT LEADERSHIP ON SUCCESS OF PROJECTS IN TELECOMMUNICATION COMPANIES IN NAIROBI**

# **CHAPTER ONE**

# **INTRODUCTION**

## **Background of the Study**

The rise in project numbers is one of the most obvious trends, both in industrialized and emerging nations. Governments, businesses, and people all use projects as a tool to further their strategic objectives. A project is described by the British Standard (BS 6079:2000) as a special collection of coordinated actions with a clear beginning and end point that are carried out by a person or organization to achieve a given performance goal within predetermined time, budget, and performance constraints. Project management has become a distinct profession from general management because of the rising emphasis on projects and the fact that a project's usefulness depends on its performance (Cleland & Ireland, 2002). A high degree of project performance is typically measured in terms of time, money, quality, and stakeholder satisfaction, according to Chase, et al(2001)'s definition of project management as the process of planning, directing, and controlling resources in order to achieve that goal. Although projects are important and heavily stressed, the bulk of them have not produced exciting results, with the majority of them performing poorly across many nations, industries, and sectors. Time and expense overruns are now more common than not, according to a survey of the literature on project performance (Jugdev & Muller, 2005; Sambasivan & Soon, 2007). Time and expense overruns frequently result in lawsuits, resource waste, damage to the reputations of clients and experts engaged, as well as failure to produce the intended good, service, or change (Aibinu & Jagboro, 2002; Jugdev & Muller, 2005). What must be done in order to increase project performance is thus a major concern in academia and business. An organization's performance and a leader's style are positively correlated, according to current general management literature (Dulewicz & Higgs, 2005). So, a crucial question in project management is whether the project manager's leadership style may contribute to finding a solution to the problem of subpar project performance (Love, et al., 2011). The effect of a project manager's leadership style on project performance is thus one area of research that has gained attention (Turner & Muller, 2005; Yang, et al., 2011, Jiang, 2014). Contrary to formal organizational settings, however, leadership in projects is complicated by the involvement of various experts from groups with various philosophies and practices, a limited and predetermined duration, the unique characteristics of each project, conflicts of interest, and the existence of temporary management structures that are formed to facilitate project execution (Clarke, 2012; Tyssen, et al., 2013).

### **Project leadership**

Lapp defined leadership as a combination of abilities and expertise used in the most effective manner while implementing the required control mechanisms to supervise successful project performance. A leader must apply his knowledge and abilities in an organizational environment to guide his team to success (Lapp, 2009). Mumford et al. (2010) proposed that scenarios where a leader's abilities are unique to the organization increase the likelihood of success. Due to their larger dispositional skill patterns and attraction to the perceived aims and rewards, people are more likely to be drawn to organizations or occupations that match their personality (Mumford et. al., 2010). According to Zenger and Folkman, leadership skill is operationalized as the capacity and ability gained through deliberate, systematic, and sustained effort resulting from talent, training, or practice to carry out complex activities involving people (human skills), things (technical skills), and ideas (cognitive skills) with ease and adaptability (2012). Using a cluster technique, higher-order skills are created by combining basic skills that were mastered earlier (Lord & Hall, 2015).

According to Chaudhry et al. (2012), project leadership determines the type of organizational culture, and this has a significant impact on fostering innovation, flexibility, the development and implementation of HR function, activities, and policies, as well as employee behaviors and competencies that are required for achieving project goals. The study by Ahmed and Vittal (2017) also lends credence to the notion that a project manager's ability to manage people is essential to the success of the endeavor. They also highlight the fact that competences have not gotten enough attention, which leads to poor project management outcomes, a problem that affects a lot of global sectors (Ahmed and Vittal, 2017). Literature shows that transformational leadership is better positioned to produce superior performance results when taking into account the specific role it plays in ensuring that project performance is accomplished, according to the observations made by Kissi, Dainty, and Tuuli (2013).

However, Baraza (2018) takes a different viewpoint, contending that distinct project environments call for different leadership philosophies, making it difficult to select one that can be applied to a range of projects and situations. According to Pretorius, Steyn, and Barnard (2017), several project-related aspects or parameters have an impact on project leadership as well. These factors or parameters then affect the style of leadership approach that is displayed. This is in line with a theoretical framework created by a project performance and leadership study. It is not correct to argue that the leadership strategy alone determines a project's success because, according to the authors, leadership is also influenced by project components (Pretorius et al., 2017). Another fascinating finding from Ngugi and Were's (2017) study was that project leadership differed depending on an organization's kind, such as whether it was a public or non-governmental institution. Non-governmental programs were shown to operate more successfully and with stronger leadership when compared to those in the public sector, particularly in developing nations (Ngugi and Were, 2017). Henkel, Marion, and Bourdeau (2019) offer a different perspective, arguing that regardless of the level of competencies and leadership style a project manager possesses, the fundamental aspect that determines how projects are carried out and, as a result, whether they are successful or unsuccessful, is whether a project manager is a relationship-oriented or task-oriented leader. These authors contend that relationship-oriented project managers are more likely to provide superior performance results than task-oriented project managers because of their impact on the project team's motivation and perspective (Henkel et al., 2019). Project leadership is essential in general because a project manager must be able to organize, encourage, and influence team members to fulfill project requirements (Tom, 2013).

There are many qualities that have been linked to effective project management leadership, including, but not limited to, communication skills, management abilities, the capacity to convey project vision to team members, decision-making abilities, adaptability, planning, honesty, delegation, creativity, and laser-like focus (Abdou, Yong & Othman, 2016). Project managers are able to convey the project needs to various stakeholders thanks to their communication abilities, which increases the likelihood of the project's success (McCaffer & Harris, 2013). When it comes to management abilities, project managers demonstrate managerial duties including strategizing, planning, coordinating, and directing (Cattani, Ferriani, Frederiksen & Florian, 2011). Furthermore, in the context of sharing a common vision, this encourages stakeholder engagement and encourages team members to accept changes as part of the project execution process (Mesly, 2017). Under order to improve performance, it is crucial that project managers are capable of making decisions in a variety of circumstances, such as during crises and other difficulties (Serra & Kunc, 2014).

### **1.1.2.** **Project success**

Project success is determined by success criteria and success variables, claims Turner (2009). Project success criteria are dependent variables that are used to gauge a project's success, whereas project success factors are independent variables that have an impact on project success. According to Joslin (2015); Jugdev and Ralf Müller (2005), the traditional iron triangle (time, cost, and scope) is no longer an adequate measure of project success. Instead, it has been replaced by a multidimensional construct that takes into account success indicators like safety, quality, stakeholder satisfaction, knowledge management, and effective resource utilization. According to Rolstadas, Tommelein, Morten Schiefloe, and Ballard (2014), the success of a project can be measured in terms of a variety of goals, including the project's goals (scope, cost, quality, and time), the project owner's business goals, which reflect the value of the project's outcomes after handover, and social and environmental goals, which take into account the project's benefits to society as a whole. According to Standish Group International (2013), a variety of factors, such as top-level management support, user engagement, scope optimization, skill levels of involved resources, project management skills and expertise, flexible process, clear business objectives, project environment emotional state, adopted governing and controlling approaches, used tools and infrastructure, are all important for projects to succeed.

According to Shenhar and Holzmann's (2018) study, successful megaprojects adopted three key elements: stakeholder alignment, a clear strategic vision, and complexity adaptation. Project efficiency, customer impact, company success, and future readiness are the four characteristics that make up the project success assessment framework developed by Shenhar, Dvir, Levy, and Maltz in 2001. They found that different success dimensions could only be evaluated at various points throughout and after a project's completion and that certain dimensions were more crucial at various points in relation to project completion.

Khan et al. (2013) established a model on project success criteria and success variables in their study on Factors that Influence the Success of Public Sector Projects in Pakistan. Benefits to the organization, stakeholder satisfaction, future potential, project efficiency, and project impact were among the eight success factor dimensions and five success criteria aspects in their framework. Project efficiency (meeting budget, time, and scope targets) and the realization of organizational benefits during project implementation are used in this study to define project success on a broader scale. Project effectiveness can be analyzed both during implementation and shortly after completion, but organizational benefits can only be evaluated once the project is complete and its results are being used (Shenhar et al., 2001).

This study will use two success criteria from the Khan et al. (2013) model, which was evaluated in Pakistan, a poor nation with close economic ties to Kenya. This model is recent, combines success criteria from renowned academics on project success issue, and incorporates two success criteria. Project efficiency and organizational benefits are the two success criteria that the study has chosen. Project efficiency was shown to be 56% linked with total project success in Serrador and Turner's study on the topic published in 2014. In this study, project efficiency measures project success at the project's execution and closing stages, while organizational benefits measure project success at the project's completion and moving forward with the results (Shenhar et al., 2001).

### **1.1.3 Telecommunication companies in Nairobi**

One of the six focal points of Kenya's Economic and Macro pillar of Vision 2030, the improvement of the country's telecommunication infrastructure is anticipated to increase GDP growth by 10% by 2030. The Vision 2030 program aims to improve interconnectedness through building infrastructure, such as roads, railroads, ports, airports, water and sanitation systems, and telecommunications (Government of Republic of Kenya, 2007). The sector of information and communication technologies that encompasses the telecom industry (Kenya National Bureau of Statistics, 2019a). The governing body, Communications Authority of Kenya, grants licenses to telecommunications companies under the Unified Licensing Framework in 13 broad market segments: international gateway operators, operators of submarine cable landing rights, network facilities providers Tier 1, Tier 2, and Tier 3; application service providers; content service providers; Dot ICE sub-domain name registrar service providers; and b. Due to the fact that several companies operate in multiple market segments, a network facility Tier I provider may also oversee an international gateway. Some suppliers of telecommunications equipment would fall under the heading of telecom contractors. According to the Kenya National Bureau of Statistics' (2019a) and (2019b) reports, the country imported telecom equipment worth KES 25.5 billion in 2018, or roughly 0.8% of the 2018–2019 Kenyan budget.

The bulk of users in Kenya are served by the most well-known mobile and fixed network providers, who also have the largest subscriber bases. Safaricom PLC, with 63.3% of the market share, is followed by Airtel Networks Limited (23.4%), Telkom Kenya Limited (9%), Finserve Africa Limited (4.2%), and Mobile Pay Limited (0.2%). In Kenya's fixed data market, ten firms control the majority of the market share, including Wananchi Companies (Kenya) Limited (38%), Safaricom PLC (29.6%), Jamii Telecommunications Limited (13.8%), Poa internet Kenya Limited (7.5%), Internet Solutions Kenya limited (4.1%), Mawingu Networks Limited (2.9%), Liquid Telecommunications Kenya limited (2.2%), Telkom \_Kenya (1.0%), and Mobile Telephone Business Kenya (Communication Authority of Kenya, 2018).

According to Sherif (2006), telecom projects are characterized by complex user interfaces, a range of users and user requirements, a multidisciplinary approach, an international focus, lengthy planning phases, and a lack of mass production. The business climate in the telecommunications industry, and particularly the mobile communication industry, is marked by ferocious competition that has caused price wars in the race to get more subscribers. The circumstance has gotten worse after the establishment of a simplified and convergent licensing regime in 2008, which reduced entry barriers and allowed telecom carriers to provide any service under a technology neutral regulatory environment. As a result, telecom businesses have used a range of strategies to beat the competition, make money, and obtain a cost-competitive advantage. One of these strategies is the intentional outsourcing of crucial tasks to service providers of technology or other parties (Kipkorir, 2014).

## **1.2 Problem Statement**

Many stakeholders are concerned with meeting key project milestones and deliverables as part of project performance indicators, and project leadership is increasingly becoming a crucial component in project management (Ahmed and Vittal, 2017). Project management can be viewed from a variety of angles, including but not limited to Human Resources (HR) planning, strategic goal development, general organizational management, project objectives formulation, implementation, and control of various activities aimed at promoting effective project operations, among many other activities (Chaudhry, Nawaz, Rehman and Wendy, 2012). The importance of project leadership applies to public initiatives of all sizes and types as well as to private projects (Baraza, 2018). Project leadership, according to Chaudhry et al. (2012), determines the nature of organizational culture, and this has a significant impact on encouraging creativity, innovation, the formulation and execution of systems of HR function, activities and policies, exibility, as well as employees' behaviors and competencies that are required in order to achieve project goals. Furthermore, Ahmed and Vittal's (2017) research supports the idea that a project's success depends on a project manager's ability to manage people, specifically. However, they also point out that not enough emphasis has been placed on competences, which leads to project management results that are subpar, a problem that is prevalent in many global sectors (Ahmed and Vittal, 2017).

Nziva (2018) asserts that a contributing factor in the rising rate of project failure is a lack of adequate leadership in managing various elements, such as the identification of how project constraints can be managed to encourage adherence to project budgets and timetables. The major obstacle to bad project leadership, according to Oyaya (2017), is the leadership styles used, which occasionally may not be in line with the objectives and visions of individual projects and project teams. The main challenge is figuring out how to balance the goals of the project, each team member's goals, project managers' goals, and those of the organization. This calls for careful planning and stakeholder mapping to identify the best strategies for improving performance and providing better leadership in projects (Ahmed and Vittal, 2017).

In contrast to earlier claims, Grzesik and Piwowar (2018) believe that, despite being discussed in various ways, project leadership and competences both influence project performance depending on the type of organization. For instance, the authors contend that businesses concerned with the implementation and management of projects for external clients will see different outcomes than those managing projects internally for their own benefit (Grzesik and Piwowar, 2018). Another intriguing finding from a study conducted by Ngugi and Were (2017) is that project leadership varies based on an organization's type, such as whether it is a public or non-governmental organization. In this regard, it was discovered that non-governmental organization initiatives, particularly those in developing countries, had better leadership and performed comparably to those in the public sector (Ngugi and Were, 2017). According to a different perspective, whether a project manager is a relationship- or task-oriented leader is the primary factor that defines how projects are carried out and, ultimately, whether they succeed or fail. This is according to Henkel, Marion, and Bourdeau's (2019) research.

These authors assert that due to their influence on the project team's motivation and perception, relationship-oriented project leaders are more likely to generate higher performance results than task-oriented project leaders (Henkel et al., 2019). The current study aims to fill a vacuum in the literature because numerous studies have previously concentrated on various facets of project leadership and performance. Based on an evidence-based analysis of the profiles of successful project managers, Bianca, Landis, and Haley (2017) found a substantial correlation between leadership qualities, competences, and styles and project performance. To ensure the statistical significance of the findings, Bianca et al study's (2017) does not compare the same results with the characteristics, skills, and leadership philosophies of project managers who have failed in their endeavors. In addition, it appears that there are differing opinions about what matters most in project leadership, with different groups placing emphasis on leadership styles, project environments, project factors, and leadership skills and abilities. This highlights Momanyi and Kamau's (2018) findings about the influence of project managers' management approaches on project performance. As a result, the primary goal of this study is to fill in some knowledge gaps regarding project leadership and project costs of an organization. The following research issues are addressed in this study: What is the influence of project leadership skills on the cost of projects in telecommunication companies in Nairobi? What is the influence of project leadership style on the cost of projects in telecommunication companies in Nairobi? What is the influence of project leadership quality on the cost of projects in telecommunication companies in Nairobi?

## **1.3 Research Objectives**

1. To determine the influence of project leadership skills on the cost of projects in telecommunication companies in Nairobi

2. To determine the influence of project leadership style on the cost of projects in telecommunication companies in Nairobi

3. To determine the influence of project leadership quality on the cost of projects in telecommunication companies in Nairobi

## **1.4 Research questions**

1. What is the influence of project leadership skills on the cost of projects in telecommunication companies in Nairobi?

2. What is the influence of project leadership style on the cost of projects in telecommunication companies in Nairobi?

3. What is the influence of project leadership quality on the cost of projects in telecommunication companies in Nairobi?

## **1.5 Scope of the study**

The research will be carried out in Nairobi County. The research will benefit Telecommunication companies in Nairobi County. The research topic is on the influence of project leadership on the cost of projects in telecommunication in Nairobi. The target population will involve project managers and employees working on telecommunication projects in Nairobi and the study will use simple random sampling methodology as its main collection tool.

## **1.6 Justification of the study**

The research will be beneficial to other researchers to understand how project leadership influences project costs of any given company. It will also assist Telecommunication company project managers and employees working on a project to adopt the right skills and leadership techniques to reduce project costs while maximizing their project outputs. Finally, the research will also be beneficial to new business start-ups and entrepreneurs who want to start up and run Telecommunication companies in Nairobi and the nature of their startups requires them to undertake some projects hence become more efficient and reduce project costs.

# **CHAPTER TWO**

# **LITERATURE REVIEW**

## **2.1 Introduction**

This chapter studies relevant literature in relation to the research variables. The theoretical foundation of the study, as well as an empirical assessment of the literature, are described in depth in this chapter, as is the conceptual framework, which encompasses both independent and dependent variables.

## **2.2 Theoretical Review**

The theoretical framework, according to (Kivunja, 2018), is a structure that summarizes concepts and theories that you develop from previously tested and published knowledge to provide you with a theoretical background and a foundation for your data analysis and interpretation of the meaning contained in your research data. A theoretical framework, according to (Kivunja, 2018), consists of theories expressed by experts in the field on which one wishes to build their research in order to provide a foundation for data analysis and interpretation. This study will be guided by a few theories namely: Theory 1 and Theory 2.

### **2.2.1 Frank Knight's Risk Bearing Theory**

One of the most useful theories on risk management that has drawn interest from numerous researchers and academics worldwide is the risk bearing theory developed by Frank Knight. According to the notion, organizational managers must be willing to accept chances while also thinking about how to reduce such risks in the event that they become serious (Rejda, 2013). The concept of risk-taking as an essential element of entrepreneurship was first put forth by Frank Knight. By incorporating the element of risk-taking, Knight builds on the theories of early economists like Richard Cantillon and Say. According to this idea, acting in anticipation of future events is the project manager's primary responsibility. It views uncertainty as a production component. Knight asserts in Wenk (2011) that taking risks enhances the likelihood of realizing larger chances and seizing such opportunities before the competition heats up. While a project is being carried out, many risks are faced by the project itself, while others are faced by the project manager in an effort to ensure the productivity of the projects. In order to lessen the severity of these risks and turn them into project opportunities, these risks therefore necessitate management approaches (Knight, 1921; and Zakari, Poku & OwusuAnsah, 2013). According to the risk-bearing theory, a manager's capacity to resist risks and maintain appropriate procedures for monitoring them improves the manager's capacity to recognize additional chances outside the box, supporting improved project performance. It's possible that neither the project manager nor the contractor is knowledgeable with all of the issues that must be handled when managing a project. Thus, the management of risk is crucial for improving the proper handling of such events (Sant, 2010).

### **2.2.2 Resource Dependence Theory**

Pfeffer and Salancik (1978) developed the Resource Dependence Theory (RDT) in an effort to document how resources are required for an organization to perform and expand. According to the theory, resources are essential for all businesses to maintain ongoing and efficient operations. As a result, in order to maintain their everyday operations, firms must spend in organizational resources (Yeo, 2013). Ullah (2013) asserts that Pfeffer views resources as the foundation of any organization's power; hence, resources required by one organization may occasionally be held by another. As a result, it is clear that the organization must look for and commit to these resources for its operations. According to Pfeffer and Salancik (1978), independent organizations may eventually require resources for certain of their operations. As a result, it is important to keep excellent relations with the nearby organizations. Resources and power go hand in hand, according to Smerek and Denison (2007), who quote Pfeffer and Salancik, therefore any organization that aspires to be powerful in an organization would eventually look for resources to perpetuate itself as a powerful organization.

## **2.3 Empirical Review**

### **2.3.1 Project leadership skills and the cost of projects in telecommunication companies**

According to Zenger & Folkman (2002), a skill is the sum of one's knowledge, skills, and other attributes that together allow one to carry out a specific task. This study defines leadership skill as the capacity to apply one's knowledge and capabilities to achieve a set of goals or objectives. These abilities can be learned through talent, education, and experience. (Kigen & Kinyanjui, 2019) emphasized that among the crucial leadership abilities needed for project success are motivational skills, interpersonal skills, and communication skills. On the subject of the connection between interpersonal communication abilities and project success, (Keshavarzi, 2010) carried out a descriptive study using a questionnaire. 106 respondents were obtained using random sampling. According to its conclusions, team building techniques help projects perform better. However, this study did not mention conflict resolution or reinforcement as factors in project performance. One hundred an seven project managers provided information for a questionnaire survey was done by (Sunindijo, 2015) on the subject of improving project performance with project management abilities. In this study, it was discovered that interpersonal impact factors in dispute resolution and reinforcement have a favorable effect on project success. The impact of team building on project performance, however, was not found in this study. More specifically, a study by (Wajid , 2015) examined the impact of project managers' soft leadership abilities on the success of their work. Targeting 178 respondents, the study was a questionnaire survey. The study's findings showed that the main factors contributing to the success of a project were the project manager's problem-solving and coordination abilities.

Due to the importance of communication in influencing project performance, communication skills are widely discussed in project management literature (Sudhakar, 2012). Effective project-wide communication is crucial because it guarantees that every member of the project team is connected, according to (Niinimaki , 2012). As a result, everyone involved in the project tries to make sure it is successful because they all have a shared goal. Project managers, architects, engineers, construction managers, and quantity surveyors were the target audience for (Zulch, 2014) questionnaire study on leadership communication in project management. 302 responses were the intended sample size for the investigation. The results showed that the medium and clarity of information were crucial to the communication process within a project. Also crucial is the ability to change one's leadership style to a given circumstance. However, this study did not pinpoint communication clarity as a determinant of project success.

A questionnaire study on best practices in project management was done by (White Fortune , 2007) with a distribution of 172 questionnaires and a response rate of 55%. A communication channel was found in this study as a project performance element. An open-ended interview with six project managers from the business and educational sectors was done by (Viivi , 2015) on project communications in two case organizations.

Sixteen sets of competences were discovered by Zenger and Folkman (2002) to be connected to the success of IT projects. These included character (exhibiting integrity and honesty), technical and professional expertise, problem-solving and analytical ability, innovation, self-development, a focus on results, setting "stretch" goals, taking personal responsibility for outcomes, effective communication, inspiring and motivating others, trust and interpersonal effectiveness, concern for others' development, collaboration and organizational change skills, ability to champion change, and ability to champion change as well as relating well with external stakeholders. The researchers also discovered that leaders who were strong in a variety of competences were the most effective, and, perhaps more importantly, that specific combinations of competencies appeared to be stronger predictors of effectiveness. Being able to provide feedback, for instance, did not always equate with efficacy, but providing feedback while fostering trust did (Zenger & Folkman, 2002). They also discovered that while listening skills by themselves were not particularly useful, listening skills combined with other interpersonal skills like consideration and care did make a difference.

### **2.3.2 Project leadership style and the cost of projects in telecommunication companies**

According to Fiedler (1969), a leadership style is a type of interaction in which a person employs his or her strategies to get a large group of individuals to cooperate in order to complete a task. There are five leadership philosophies that have been put forth in contemporary leadership theories: charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership (Bass, 1990; Sashkin, 1996; Sergiovanni, 1987; Yukl, 1994). Four distinct sorts of leaders have been most widely regarded and employed, according to Tannenbanum and Schmidt (1958). These are democratic, autocratic, dictatorial, and laissez-faire leadership styles, all of which are based on McGregor's Theory "X and Y" assumptions. The effectiveness of IT projects should be correlated with leadership style, according to a number of factors. The leadership qualities and capabilities of the project leader mark the beginning of the project success (Zaccaro & Klimoski, 2013).This can be accomplished using different leadership philosophies and methods. According to Kerzner (2013), effective communication, successful cooperation, effective teamwork, and trust are four components that must be present while using strong project management leadership approaches. Within the project team, between internal customers, and throughout the entire organization, effective communication can be put into practice. To coincide with the organization's goals, there must be effective cooperation within the larger organization. Within the internal projects team, effective teamwork is achieved and the element of trust is used consistently throughout a project's life cycle. According to Rad and Leven (2002), project managers must be knowledgeable about most or all of the technical aspects of the project in order to ensure that they have the necessary abilities to assure the project's or company's success.

The effect of team leadership on an organization's growth was the subject of a study by Bergh and Aguinis (2016). Included in the study were ten US organizations. There were 5 participants in the study for each organization. Using surveys and interviews, a functional approach to team leadership gathered information. Their conclusions determined that team leadership was required to fulfill responsibilities including inspiring and fostering trust among team members, facilitating and supporting team decisions, and increasing the team's capacity. The author also stressed the importance of taking into account other elements, such as the development of team identity, the emergence of team differences, and the anticipation and influence of change. Adrian and Transt (2017) found that strong governance inside a company significantly boosts revenue production and increases customer loyalty in their study on the influence of project leadership on the success of the firm. Ten Moldovan businesses participated in the survey. To respond to the 25 research questions, 5 members from each company were selected and given consideration. According to the study's results, the influence of an organization's leaders and their interactions with other team members account for close to 50% of all an organization's revenue. The study also found that certain leaders' governance principles—such as rewarding the best-performing workers and delegating duties—facilitated excellent performance in the firms.

According to McGrath and MacMillan (2000), there is a strong correlation between the effectiveness of initiatives and leadership styles. A strong source of management advancement and long-term competitive advantage is considered to be an effective leadership style. A project manager's leadership style has a significant impact on the organization's performance, and in general, leadership performance and project performance are the same. IT projects attribute their success to effective leadership (Sun, 2002). According to FuJin et al. (2010), when PMs use their leadership style to show concern for, care about, and respect for their staff, it will boost employees' interest in their work, help them to perform better, and have a favorable impact on their job satisfaction. It is also confirmed by Howell and Frost (1989), who are quoted by Fu-Jin et al. (2010), that there is a favorable correlation between leadership style and performance. Finally the effects of a leader's role in an organization in Brazil were also explored by Manz and Sims in 2016. They chose eight respondents for each of the fifteen organizations that participated in the survey. Data was gathered for the study via structured interviews, which followed a descriptive research methodology. According to the study's findings, team members' rehearsing, goal-setting, self-criticism, self-reinforcement, self-expectations, and self-observation/evaluation should be encouraged by leaders in order to enhance self-management.

A research on effects of leadership styles on employee performance in City Council of Kampala found that transformative leadership affects individual performance in a way that compromised the efficiency to work, individual innovation and creativity(KawooyaNuhu, 2010).He noted that despite being a contentious style in European Union and United states, it has been at the center stage of policy experiments in the last two decades in developing and transition economies of Latin America, Asia and Africa. The study of Charlton (2000) found that project managers who use strict control measures are faced with resistance, resentment, poor work output and high staff turnover as the staff protest against dictatorial tendencies. Autocratic leaders use force to get things done thus they are too strict and exert a lot of pressure that leads to low morale. A study on Nigerian construction industry done by Oke (2012) revealed that, project managers prefer exercising autocratic leadership and are task oriented with a strong bias to directing, controlling and coordinating a group of persons to achieve the desired goals. The study also highlighted that since a leader is characterized by a strong drive for responsibility and task completion; responsibility, authority and power are components for this leadership style. A research on effects of Generation traits on project performance noted that most generation Y do not want to be micro managed to perform, but they need considerable freedom to complete their task, regular feedback and a guiding hand of a manager(D’Netto,2010). According to research done by Kristie (2012) in Hong Kong, 44% of the employees interviewed preferred a democratic leadership approach to project management. According to research done by Horace Odour (2013) on effects leadership styles on generation traits in performance of staff in construction projects in Siaya County revealed that over 45% of the staff prefer working with a greater degree of freedom when performing their tasks.

### **2.3.3 Project leadership quality and the cost of projects in telecommunication companies**

Northouse (2016) defined leadership as the capacity to influence others to cooperate in order to accomplish a shared objective. This led to the definition of a leader's leadership style as the methods used to offer direction, carry out plans, and inspire others. A leader's leadership style is defined by the actions they exhibit when managing, motivating, guiding, and directing teams of people. The way and means of giving instructions, carrying out plans, and inspiring people is referred to as leadership style. It covered the entirety of the team's observations of the leader's explicit conduct. Currently no research has been conducted on effect of project leadership quality on the cost of projects. Hence this study aims to bridge this gap.

### **2.4 Summary of literature and research gaps**

On the subject of the connection between interpersonal communication abilities and project success, (Keshavarzi, 2010) carried out a descriptive study using a questionnaire. According to its conclusions, team building techniques help projects perform better. However, this study did not mention conflict resolution or reinforcement as factors in project performance. One hundred and seven project managers provided information for a questionnaire survey done by (Sunindijo, 2015) on the subject of improving project performance with project management abilities. In this study, it was discovered that interpersonal impact factors in dispute resolution and reinforcement have a favorable effect on project success. The impact of team building on project performance, however, was not found in this study. More specifically, a study by (Wajid , 2015) examined the impact of project managers' soft leadership abilities on the success of their work. The study's findings showed that the main factors contributing to the success of a project were the project manager's problem-solving and coordination abilities.

Project managers, architects, engineers, construction managers, and quantity surveyors were the target audience for (Zulch, 2014) questionnaire study on leadership communication in project management. The results showed that the medium and clarity of information were crucial to the communication process within a project. Also crucial is the ability to change one's leadership style to a given circumstance. A questionnaire study on best practices in project management was done by (White Fortune , 2007). A communication channel was found in this study as a project performance element. The findings suggested that the type of project has an impact on how information is shared with the project team and stakeholders. Finally, (Rajkumar & Sivasankari, 2010) on the art of communication in project management found that project managers need to have a solid understanding of the communications process in order to facilitate effective communication within a project.

The effect of team leadership on an organization's growth was the subject of a study by Bergh and Aguinis (2016). Included in the study were ten US organizations. Their conclusions determined that team leadership was required to fulfill responsibilities including inspiring and fostering trust among team members, facilitating and supporting team decisions, and increasing the team's capacity. The author also stressed the importance of taking into account other elements, such as the development of team identity, the emergence of team differences, and the anticipation and influence of change. Adrian and Transt (2017) study results showed that, the influence of an organization's leaders and their interactions with other team members account for close to 50% of all an organization's revenue. The study also found that certain leaders' governance principles—such as rewarding the best-performing workers and delegating duties—facilitated excellent performance in the firms. Finally the effects of a leader's role in an organization in Brazil were also explored by Manz and Sims in 2016. According to the study's findings, team members' rehearsing, goal-setting, self-criticism, self-reinforcement, self-expectation, and self-observation/evaluation should be encouraged by leaders in order to enhance self-management.

## **2.5 Conceptual Framework**

**Project Leadership Quality**

**Project leadership skills**

**Project leadership style**

**Cost of projects in telecommunication companies**

Adequate Budgeting

Accountability

Timely disbursements

Completion within the budget

Project meeting the intended purpose

# **CHAPTER THREE**

# **RESEARCH METHODOLOGY**

## **3.1 Introduction**

(Noella & Sally, 2006) defined research as a systematic investigation where data is collected, analyzed and interpreted in a certain way with an attempt to understand, describe, predict or control an educational or psychological phenomenon or even to empower individuals in such contexts. In addition, (Walter, 2006) claims that methodology is the frame of reference for a research that is influenced by the paradigm in which our theoretical perspective is placed or developed. This chapter outlines the methods used to collect and analyze data for our research. Specifically, it examines the research design, the population of the study, the sampling design and sample size to be used, the data collection instruments and procedures, data analysis, research quality and ethical issues.

## **3.2 The Research Design**

According to (Creswell, 2014), research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research study. The research adopted a descriptive cross-sectional survey because it enables the researcher to acquire the data at one point in time through questionnaires. The research considers this design appropriate since according to (Mugenda & Mugenda, 2003), descriptive survey design focuses on formulation of objectives, data collection tools, data processing and analysis and reporting of findings. Also it narrows on cross sectional studies method of descriptive research since according to (Levin, 2006), Cross-sectional studies are carried out at one-time point or for a short duration and they are usually conducted to estimate the prevalence of the outcome of interest for a given population.

## **3.3 Population and sampling**

According to Cooper and Schindler (2008), a population is the total collection of elements about which a researcher wishes to make some inference. A population forms a basis where the sample for the study is collected. In this study, the target population will be employees working on projects for Telkom Kenya limited. According to statistics in Telkom Kenya’s official website, there are 6 Telkom branch shops and offices in Nairobi namely JKIA – Terminal 1E shop, JKIA – Terminal 1A shop, Telkom Two Rivers, T-mall shop, Telkom Lavington shop and finally Galleria shop. Therefore our target population will be employees working in those Telkom shop branches and offices.

### **3.3.1 Sample size and sampling Technique**

(Cooper & Schindler, 2008) defines a sample as a subset of the population which acts as a representative of the entire population being studied. The sample is used to draw inferences about that population. In our case, our sampling technique will be convenience sampling where respondents will be picked with regards to their availability and willingness to take part in the survey.

## **3.4 Data Collection Methods**

### **3.4.1 Data Collection Instruments**

This study will utilize questionnaires in the data collection process. Ibrahim (2018) claims that questionnaires provide the respondents with liberty to answer sensitive questions in the absence of the researcher. Questionnaires utilize both close ended and open ended questions to allow respondents to express and explain themselves. Orodho (2009) further stated that questionnaires are recommended because they are considered ideal for collecting data from many individuals since they can read, interpret and fill them. They also allow information to be collected from a large group of respondents within a short period and they also ensure anonymity. The first part of the questionnaire will contain demographic information, the second part of the questionnaire will contain statements on the independent variables, and the third part will collect information on the dependent variable.

### **3.4.2 Data Collection Procedures**

Questionnaires will be administered to the respondents and gathered after the respondent’s finish filling them. This method will be adopted because it covers all the areas that the researcher intends to cover. The researcher will explain the aim of the study and offer guidance to the respondents on how the questionnaire should be filled. Respondents will be at liberty to participate or decline to take part in the study. The data collection will involve booth sending links to respondents and also administering them to convenient respondents physically.

## **3.5 Data analysis**

(Creswell, 2014) states that data analysis refers to the process of data reduction, summarizing, pattern examination and statistical evaluation necessary to prove or disprove hypotheses. According to (Thuo, 2020), there are different approaches for data analysis. The first step of quantitative data analysis is to make sure that the questionnaires are completed. The second step is to code and enter the data into computer software for analysis. In our case, the researcher will analyze the data collected using the Statistical Package for Social Sciences (SPSS) software which is the software commonly used in research studies. The data will then be coded and categorized to make it easy to analyze and draw conclusions and make meaning of the data. However, checking of errors before analyzing the data will also be done to check correctness of the data to be input in the software. To summarize the data into meaningful information, descriptive statistics and Inferential Statistics will be applied and this will include measures of central tendency, correlation analysis and regression analysis.

## **3.6 Ethical Consideration**

First, the researcher will develop the data collection tool which is a questionnaire that will be used in data collection. As suggested by (Mugenda & Mugenda, 2003), the researcher will obtain a letter of introduction from the University detailing the researcher’s full name, institution of study and the purpose of the survey. Confidentiality and anonymity of the respondents will be maintained by keeping all the information gathered confidential and strictly using it for the purpose of academic research only. Also, the research will strictly adhere to the principle of voluntary consent by respondents willingly participating in the study out of their own free will. The purpose of the research will disclose factual truth to the respondents and the findings will be disseminated based on true findings, free of any bias.

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