



AN INVESTIGATION OF THE IMPACT OF EFFECTIVE LEADERSHIP OF PROJECT MANAGEMENT TEAM ON FIRM PERFORMANCE

¹Tony Ikechukwu Nwanji, ²Wilson Ozuem ³Kerry E. Howell, ⁴Sainey Faye, ⁵Ben-Caleb Egbide, ⁶Adegbola Olubukola Otekunrin, ⁷Joseph U. Madugba, ⁸Damilola Felix Eluyela

^{1,3,5,6,7,8}Department of Accounting and Finance, Landmark University, Nigeria

²University of Cumbria and University of Warwick UK

³School of Business, Teesside University, UK.

⁴Department of Accounting and Finance, New University, Buckingham, UK

Email: ¹nwanji.tony@lmu.edu.ng; ²wilson.ozuem@cumbria.ac.uk

³kerry.howell@northumbria.ac.uk; ⁴sainey, faye@bucks.ac.uk,

⁵ben-caleb.egbide@lmu.edu.ng, ⁶otekunrin.adebola@lmu.edu.ng,

⁷madugba.joseph@lmu.edu.ng, ⁸eluyela.damilola@lmu.edu.ng

ABSTRACT: The purpose of this study was to examine the impact of effective leadership of the project management team on firm performance. We used the Fernando Flores' model of the participatory projected environment is excellent and ideal for the success of the project. The study employed qualitative research using a Case Studies Approach to analysed data collected through a survey questionnaire. The study showed the importance of effective leadership and the role of the Board of Directors in leading toward successful project management that meets the needs of the project stakeholders from the two project teams understudy, the banking Project Team and the Supermarket Project Team. The implication of findings from this study is that project managers need to recognise how to elicit effective performance from their project teams to achieve the goals and aims of the organisation's projects. We found that effective leadership from senior management through transactional and transformational leadership theory will lead to effective project management. The authors also found that both the Banking team and the Supermarket team under this study performed well when management involved the team members in the management of the project instead of using command and control method of project management. This is more so from transformational leadership than the transactional leadership. The transformational leadership bring the best out of the project team members when management carries them along in the project, giving them a sense of belonging and part of the success of the project. Overall, we concluded that effective leadership of project management happened when top management and the board of directors of the banking project team and supermarket project team are fully involved through communications and openness throughout the different stages of the project from the planning, processing and operation and completion of the project which led to organisational performance within the banking and supermarket project teams. The results of this study showed that staff and members of the project teams are an essential part of the success of the project that leads to organisational performance.

Keywords: Project Management, Transactional Leadership, Transformational Leadership Project Stakeholdership and Board of Directors.

INTRODUCTION

Leadership is the process of inspiring others to work hard to carry out essential tasks (Cleland and Ireland (2002)). The involvement of senior management and organisational Board of Directors in the management of the strategic organisational project is a critical factor in the success of such projects. Leadership style, behaviour and model proved by project leaders as well as senior management are therefore crucial in accomplishing projects/tasks within the organisation. This paper will attempt to explore leadership in organisations, and the role Board of Directors and Stakeholders play in the success of the project considering Henri Fayol (1923), and Fernando Flores,(1982) models in project management. (Fayol, 1949; Howell et al. 2004; Pryor et al. 2010). Project leadership is defined as development of a clear and complete system of expectations in order to identify, evoke, and use the strengths of all resources in the organisation, the most important of which is people'.(Baker 2000). The relationship between the leader and the lead defines the nature, focus, and practice of leadership. In Henri Fayol's traditional model of project management, those in authority foresee the future, rely on centralised planning and initiation of work, and "thermostatic" control by tracking against standards (Brent, 2004). This model is known as the "common sense" of current project management practice. However, this common-sense model is challenged by a new definition modelled by Fernando Flores which describe management as the process of openness, listening, and eliciting commitments, which include concerns for the articulation and activation of the network of commitments. This, according to Flores, is primarily produced through promises and requests, allowing for the autonomy of the productive unit (Howell et al. 2004).

RESEARCH QUESTIONS

The research question for this study is to investigate the role leadership play in motivate followers to accomplish success in project management

The research questions for effective leadership on project management include:

1. What types of relationship exist between project leaders and their team members?
2. What is the level of involvement of senior management and board of directors in the running of the project?
3. Is there any relationship between project success and the leadership style of senior management as well as the board of directors?

RESEARCH AIM AND OBJECTIVES

This study aims to look at leadership within the organisation/enterprise and how it affects the success of projects within the establishment. The objective is

- ❖ To explore behaviour, style and model of organisational project management and the role of leadership in the success of the project.
- ❖ To determine the importance of project stakeholders in the success of projects.
- ❖ To examine the effects of managing followers by top management of successful completion of the project

The result obtained will be used to test the two primary leadership models proposed by Henri Fayol and Fernando Flores. While the former model is concerned with traditional leadership behaviour "command and control" the latter model is about the modern-day style of "keeping commitments".

REVIEWING OF THE LITERATURE

According to (Cleland and Ireland 200), to survive and be successful as an organisation in today's global marketplace requires extraordinary changes in organisational product and services. These changes can only come about because of the implementation and successful completion of projects. Projects are essential to the survival and growth of organisations as well as being the direct means of

creating value for the customer in terms of future products and services (James and Donald, 2004). Failure in the management of projects in an organisation will impair the ability of the organisation to accomplish its mission effectively and efficiently, and pathway of change in the organisation is through the use of projects that support organisational strategies (Heathfield, (2018). In the development of new products, services, and processes in organisations there is the need to provide an organisational focal point through which resources can be directed to keep abreast of changing technologies (Cleland and Ireland 2002). A project manager is, therefore needed to champion and provide the leadership and management skills to bring about the needed changes. Effective project leadership and management is especially crucial in the success of organisational projects.

TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP

According to Boyett, (2006), the essential thing in leadership is the type of relationship the leader develops with his/her followers, and this can take two primary forms: Task-oriented/Transactional or Transforming. Transactional or Task-Oriented leadership, the leader gains and maintains power by offering his/her followers an instrumental exchange of value and followers support the leader in return for his/her promise to provide them with something they desire such as money, position and pay rise (Joseph, 2006). Transformational leadership, on the other hand, is where the leader gains and maintains power by offering his/her followers a heightened sense of purpose, mission and understanding. In this type of relationship, both the leader and his followers are transformed by the relationship. Joseph (2006:25) stated that.

“Leaders who are transforming in their relationships with followers are much more effective and powerful than leaders who are task-oriented/transactional. Hence a task-oriented leader works towards the initiation of structure and sticking to the rule of work and get paid.”

A project manager's leadership position according to (Cleland and Ireland 2002), encompasses three fundamental roles; an interpersonal role, which includes figurehead and leader in liaison functions, an information role which entails disseminating information and acting as a spokesperson and, a decision-maker role in which the project manager acts as an entrepreneur, resource allocator and negotiator. The project manager would work with others to formulate a schedule, organise a project team, keep track of the project, and announce what needs to be done next, and encourage everyone to charge along. Furthermore, an effective project manager should demonstrate to the team that he/she can effectively manage attention, meaning, trust and self. (Cleland and Ireland, 2002).

- ❖ Management of attention, which is the first competence, involves the need for the project manager to communicate commitments, which attract people to them (Cleland and Ireland, 2002). People need to enrol in the leader's vision so that the project's objectives, goals, and strategies are not merely stated but a source under which project team members can rally (Brent, 2004; Thamhain, 2001). Slogan and models must be used to make the vision of the project clear to others (Shamir and Arthur, 1993/94). The role of the project leader is not mere clarification and explanations but the creation of what the project objective means in satisfying stakeholders' requirement.
- ❖ The following leadership competence is the management of meaning. To make dreams apparent to others and to align people with them, the leader must communicate his vision as communication and alignment work together (Adair, 1989). A leader makes ideas tangible and real to his followers so that they can support him (Schein, 1992). A leader's goal is not mere explanation or clarification but the creation of meaning (Kouzes and Posner, 1987).
- ❖ The third competence is Management of Trust. An ambience of trust is essential to all organisations as it is assured reliance on the

character, ability, strength, or truth of someone or something (Brent, 2004). The main determinants of trust are reliability and commitment, and people would much instead follow individuals they can count on, even when they disagree with their viewpoint than people they agree with, but who shift positions frequently.

- ❖ The fourth leadership competence is Management of Self, i.e. knowing one's skills and deploying them effectively (Kouzes and Posner, 1987). According to (Turner 1999), Management of Self is critical, without it, leaders and managers can do more harm than good just as incompetent doctors and incompetent executives can make life worse and make people sicker and less vital. A project manager should there be able to deploy skills and exhibit much confidence to complete the project successfully.

Additionally, if project leaders are to get work done and be effective, they must have power which is vested in them by their position in an organisation, and this is known as Bureaucratic power (Cleland and Ireland, 2002). They should also be charismatic to have the power to change things. There is three source of power - Bureaucratic, Charismatic and Traditional. However, these sources of power do not provide enough cloud to get the job done in today's complex organisations; particularly in those organisations that use alternative teams in their organisational design. Schneider and Barsoux (2000:120), claim that,

"For a leader to influence his or her followers, in modern organisations, he/she would have to have personal power that the person can wield using sources of knowledge, skills, expertise, track record, interpersonal skills, dedication, networks, alliances and tenacity. Also, the relationship between the organisation and its workforce is governed by what motivate people to be fulfilled in the work that they do."

Motivation is driven by emotion, and project managers can only move their team to act by engaging their emotions In any strategic

management endeavour, project managers must make sure that the people have a strong emotional commitment to realising it (James and Donald, 2004). Active Project Managers should set up a strategy, and the points of such a strategy should be logical, consistent, and comprehensive. These points should also have the experimental sense to most of the team members who had to carry it out to avoid sabotage to the project. Effective management of conversation is a sign of good leadership (Baker 2000). Successful and leaders hold a productive conversation with their subordinate and communicate objectives very well. They also gain commitment through good conversation as well as resolving technical problems, and this result in focusing on result and caring for people. (Baranyai, and Kozma, 2019).

PROJECT LEADERSHIP AND PROJECT BOARD OF DIRECTORS

Because projects are the building blocks in the design and execution of strategies for the enterprise, the role of senior managers is critical in the success of project management in an enterprise (Cleland and Ireland, 2002). Board of Directors and the senior management who are the owners of the project cannot leave others the responsibility for continuously measuring the success of the project (Cleland and Ireland, 2002). Foxhall 1972:57) said that:

"The owner must recognise that he/she is the key member of the project development team. Only he/she can select and organise the professional team, define his/her own needs, set his priorities, and make final decisions. He cannot delegate these roles, so he must have a sustained presence in project management."

The success and effectiveness of a project leader are always, therefore, dependent on the support the project leader gets from top management. For a project to be successful, the Board of Directors, supported by senior management, needs to be involved in the choice of the project. According to Cleland and Ireland, 2002, once projects

are selected with the support of senior management and board of directors, it becomes their responsibility, and corporate funds and resources are extended to design, develop, and constructor manufacture the project without much hindrance. Effective leadership from the BOARD OF DIRECTORS, therefore, plays a vital role in the success of a project. By maintaining over the status of a project within an enterprise, senior manager including BOARD OF DIRECTORS can gain valuable insight into the effectiveness with which the enterprise is preparing for its future (Cleland and Ireland, 2002).

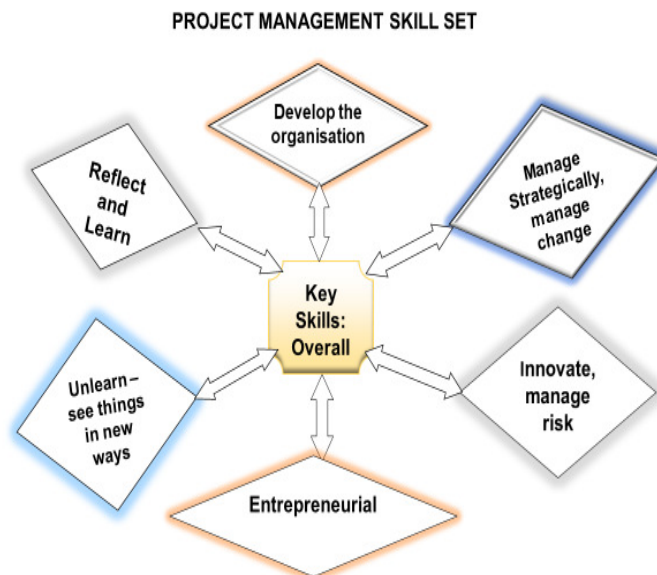


Fig.(1): Source: Authors' computation (2020)

Project Management skillset required for effective project execution
Directors are the most senior managers in the corporation; hence they should set an example for reasonable and prudent management on the part of the senior corporate managers who are concerned with the strategic management and operational effectiveness and efficiency of the corporation. (Turner 1999). The successful management of the relevant product, service, and organisational process projects means that an appropriate future is likely to come for the enterprise. The inadequacies or lack of leadership from senior management and board of directors can result in project catastrophes The linkage

between the Board of Director with project management comes about through the board's assessment of the ability of the Chief Executive Officer (CEO) to provide the environment, resources and proactive actions to develop and implement the core elements of strategic management (mission, objectives, goals, and strategies). The goals are the projects that provide for the design and development of new products, processes, and organisational processes (James and Donald 2004). Board of Directors of any project can, therefore, help reduce problems and the associated threats that are faced by projects by carefully informed involvement on crucial matters regularly. Leadership is, therefore, is a critical function for individual and collective roles in discharging the director's functions.

PROJECT LEADERSHIP AND PROJECT STAKEHOLDERSHIP

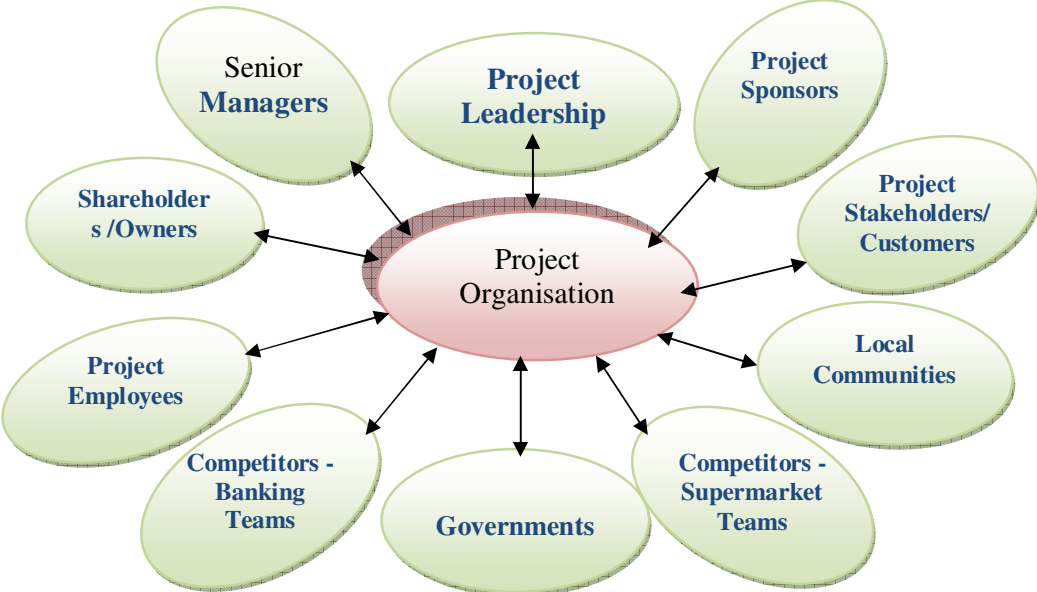
One major challenge for the effective and successful management of a project is the recognition and management of project stakeholders (Cleland and Ireland, 2002). These stakeholders are project team members, high-level managers, and outside organisation entities such as contractors, subcontractors, customers, regulators, financial institutions, and another claimant who have vested interest in the project. The project manager must be aware of the local political climate, availability of a skilled labour force, and public attitudes toward the location of the project in the community. The project manager who neglects the building and maintenance of alliances with key stakeholders will soon find indifference or opposition to his or his project. Each project has its own unique set of stakeholders, and successful project management must be carried out only when the responsible managers consider the potential influence of the project's stakeholders (Nwanji and Howell 2007; James and Donald 2004). Therefore, an essential part of project planning is the identification of all project stakeholders and their relevant stakes in the project. Stakeholder analysis during the planning of the project is particularly useful for the development of strategies to facilitate the "management" of the stakeholders during the life cycle of the project.

Stakeholder theory appeared during the 1970-80s and suggested that corporations should look beyond the shareholder perspective of profit maximisation. Nwanji and Howell, (2007:348) stated that.

“Corporations realise that protecting their shareholders’ interests require more than focusing on profit maximisation alone. Top management or Board of Directors and now realising that meeting shareholders’ interests require projects that take into considerations the needs of the stakeholder’s groups of the corporation In a changing global business environment effective management of project stakeholders can give organisations the competitive advantage of meeting their shareholders’ interests.”

Strategic management of projects that focus on meeting the interests of the organisation’s project stakeholder groups lead to the long-term interests of the shareholders’ interests. Freeman (1980:25), stated that “a stakeholder in an organisation is any group or individual who can affect or is affected by the achievement of the organisation’s objectives” A Stakeholder theory is a theory of organisational management and ethics. It is distinct because it addresses morals and values explicitly as a central feature of managing organisations. (Phillips 2003).

MAP OF PROJECT STAKEHOLDERSHIP OF THE COMPANIES



Source: The Authors' Composition (2020)

Fig. (2): The Project Stakeholdership Map of the Organisation.

PROJECT LEADERSHIP THEORIES

Fayol's command and control model, which is considered as the traditional method of project management is based on five essential functions for successful project management. These include:

- ❖ To forecast and plan the future and to prepare plans of action
- ❖ To organise the structure, people, and material
- ❖ To command activity
- ❖ To coordinate, unify, and harmonies effort
- ❖ To control to assure policies and plans were followed

Henri Fayol found 14 principles that are supposed to be applied to his model to prove the nature and role of leadership. The nature and doing of work can be implied from the focus on labour and material, which is needed to realise the future set up in the plan (Howell et al. 2004). According to Henri, Fayol physical work is directed, however benevolently from above and in return equity- which is understood as fairness and not ownership- and security are offered in return for the subordination of individual interests. Therefore, leadership is mostly a matter of motivating workers, and this is understood to arise from externally applied forces. Workers are motivated by incentives or punishment. This model describes a foundation of the operating paradigm of project management and leadership and the nature of work itself (Koskela and Howell, 2002).

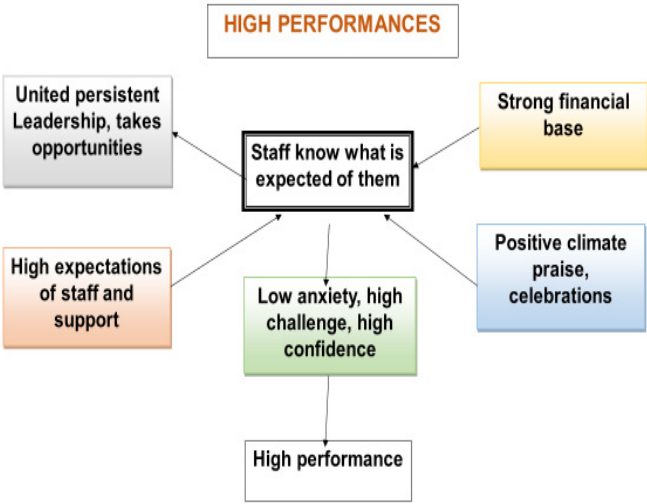


Fig. (3): Source: Authors' computation (2020)

High-Performance Leaders for a successful Project Management

Henri Fayol’s model is, however, challenged by Fernando Flores new model built on the ability of people at every level to participate in the creation and completion of the project. This theory of making and keeping commitment sees Management as Designers of Systems of Coordination of Action and explains that management is that process of openness, listening and eliciting commitments Management should, therefore, be concerned for the articulation of the network of commitments and activation of the network of commitments (Gregory et al. 2004). .In Flores’ formulation, management is open to being influenced by the world and motivation is no longer external but rather the willingness to do work is understood to arise from the individual’s promise to carry it out. Respecting the autonomy of the productive unit, each person or group handles looking after their interest and must, therefore, have the right to say no (Koskela and Howell, 2002). In the heart of the Toyota Production System (TPS) is the belief that stopping the line and saying no prevents the release of defective work. When people cannot

say no, they are stripped of their dignity, they cannot make promises, and they cannot be trusted. According to Howell et al. (2004), although command and control leaders can get a lot done by following Fayol's principle, they are always at risk. This is because subordinate may find their interest are better served in other ways and may be reluctant to reveal problems that may lead to reduced compensation, or loss of confidence in the leader's dedication to equity and begin to comply with other maliciously. Therefore when management is understood in commitments terms, the nature and thrust of leadership changes from a focus on the goal imposed and the motivation to achieve it, to producing the trust necessary for people to connect their interest, coordinate action learn and innovate together (Koskela and Howell, 2002).

RESEARCH METHODOLOGY – CASE STUDIES APPROACH

According to Saunders et al. (2007), the paradigm is a way of examining social phenomena from which understanding of these phenomena can be gained, and explanations attempted. The two main research paradigms or philosophies are Quantitative and Qualitative. Quantitatively is based on the belief that all real knowledge is scientific and credible, and data is based only on observable phenomena (Saunders et al. 2007). Research undertaken using this quantitative paradigm believes that there is a single objective reality that is orderly and predictable, which can be studied by amassing information/facts. With a positivist paradigm, the researcher is independent of reality, and researchers must and can be neutral, detached and objective. The finding of positivist research will correspond to reality- the correspondence theory of truth (Dobson, 2007). In quantitative research, a hypothesis is deduced from theory and expressed in operational terms which propose a relationship between two specific concepts or variables. The testing of this operational hypothesis and the examination of the specific outcome of the inquiry will either tend to confirm the theory or indicate the need for its modification (Saunders et al. 2007). This approach in

quantitative research is what is known as the Deduction approach. The deduction approach allows researchers to explain the causal relationship between variables. However, a qualitative approach is seen as subjective, relating to experience or knowledge as conditioned by personal mental characteristics or states and preferring language and description. It is an attempt to reduce the distance between context and action through "trade-in linguistic symbols". It involves the examination of perception to gain an understanding of social and human activities. (Fletcher, et al. 2016).

CASE STUDY APPROACH

This study used the qualitative research approach of case study to explore the role of leadership in project management and the role played by project leaders, senior management, and board of directors. This approach was chosen because it is found as the most fitting way to answer the research questions set out above for this study. A case study is defined as a strategy for doing research, which involves an empirical investigation of a contemporary phenomenon within its real-life context using multiple sources of evidence. (Howell 2013; Saunders et al. 2007). Stake (2003) explained that case study research is a research approach, which can take a qualitative or quantitative stance. As a research design, case study offers richness and an in-depth of information not usually offered by other methods. (Flyvbjerg, 2006). In this study, we adopted a qualitative research instrument for data collection via Interviews and survey Questionnaires. A selected number of staff from the organisations under study were sent questionnaires. This was done through an email attachment. The staff email were obtain from HRM Department (Human Resources Management) of each organisation selected for this study. Survey Questionnaires were based on the research questions and research objectives of this paper on how effective leadership affects the success of projects within the organisation. We used a mixed-method approach to analyse the data collected from the questionnaires and interviews. The organisations

under study were selected from the Nigerian Stock Exchange comprising two organisations for a comparative study of leadership model and project management.

DATA ANALYSIS AND PRESENTATION

The data collected for this paper were survey questionnaires from the two organisations under study, the Banking project team and Supermarket project team were analysed using diagrams for the presentation of the results. From the analysis, comparisons are drawn supported in the context of the literature. Respondents from both groups agreed that they carry out in one way or the other, their routine activities and processes as a group and all of them stated that they are a team as far as their groups are concerned. Additionally, all the participants indicated that they or their team had been involved in a project at their current positions in one way or another. Most projects, as pointed out by Cleland et al. 2002, are run by teams. Working in a team means more work could be done, faster, and the company would be able to draw on a wide range of skills. A formidable team is one where team members work together to achieve their goals. However, as shown by (Heathfield, 2018. Team members would have different ideas. However, good teams need to agree on what will have the most impact and how members can all work together in the interest of the team (Suboski, 2006). A team needs to make decisions together, and all members of the team should have a chance to express their views during the decision-making process. In a formidable team, people will feel like they are part of the project or work Team members should always be involved in setting the goals and the aims of the project. This will give people a real sense of ownership and motivation.

PROJECT INITIATOR

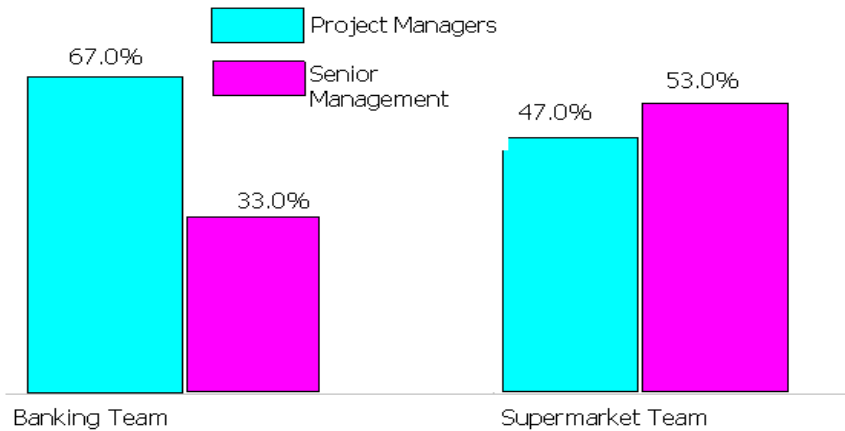


Diagram (1): Project Initiator represents information provided by the respondents about the person responsible for the initiation of the project.

PROJECT INITIATOR

From the above diagram, 67% of the respondents from the banking team said their project managers (i.e. Branch Managers) were the people who introduced the project to the branch; while 33% mentioned a member of senior management. The difference between these figures is an indication that, majority of team members (at the branch level) are not informed about the sources of projects and who among Senior Management is responsible for the initiation of a particular project. Additionally, while 47% of the supermarket team said it was the project manager who started the project, 53% mentioned a member of senior management. This is a sign that, when projects originate from senior management, most team members at the branch level are informed by Senior management. This contrasts with what was seen with the data from the banking team where the majority (67%) thought branch managers or project managers are the initiators of the projects. From the above observation, it can,

therefore, be argued that communication amongst the supermarket team is more effective than those of the banking team. As pointed out by Baker 2000, communication and conversation are useful tools in project management. Successful and enjoyable leaders hold a productive conversation with their subordinate and communicate aims very well. They also gain commitment through polite conversation and communication as well as resolving technical problems, and this result in focusing on result and caring for people.

PROJECT OWNERSHIP

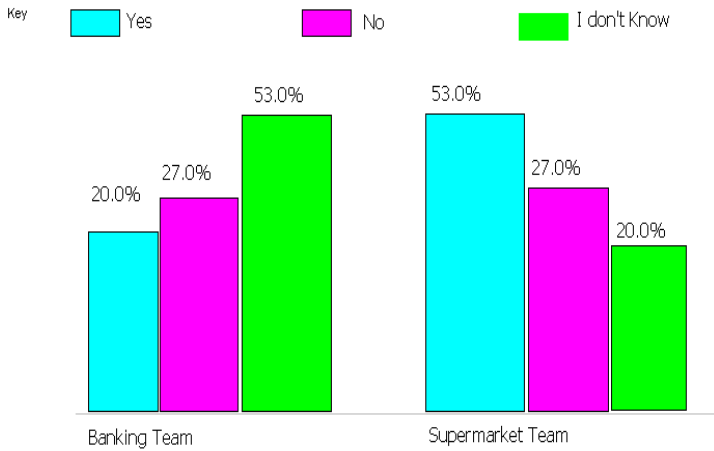


Diagram (2): Project Ownership The diagram 2 representation the responses received about the ownership of the project from both respondents.

The result from (Diagram 2) above showed that 53% of respondents among the banking team did not know who owns the project among Senior Management. This includes all the respondents except the Branch Managers. The result also showed that 27% of the respondents claimed that the ownership of the project is not clear, or the owners are not known. On the other hand, 20% of the respondents said that the ownership of the project is clear. The latter group were found to be Branch Managers. Critical observation of the

above data indicated although Senior Management is known to own the project by the Project Managers, (Branch Managers), team members are not informed hence majority (53%) have no idea about ownership of the project. This also represents a lack of effective communication and conversation between Senior Management, Branch Managers (Project Managers) and the other team members. Furthermore, it would be realised that more than half of the supermarket team members (53%) knew that the project had owner among senior management. Some respondents made comments such as "He is always here to see to things" and when these respondents were asked who is "He" the most respondent said the 'man from the Head Office'. Also, 27% of the respondent said the project was not identified with owners or stakeholder group; while 20% said they have no idea or do not know about the project owners. In comparison with the Banking team, communication and conversation amongst the Supermarket team are more productive. To buttress the importance of project ownership in the running and execution of the project. Berry et al. (2005), pointed out that, the fundamental principle for a project to be successful, involves identifying a member of Senior Management who has the authority and responsibility for defining what is required from the project and authorising the funds for the project.

SENIOR MANAGEMENT INVOLVEMENT

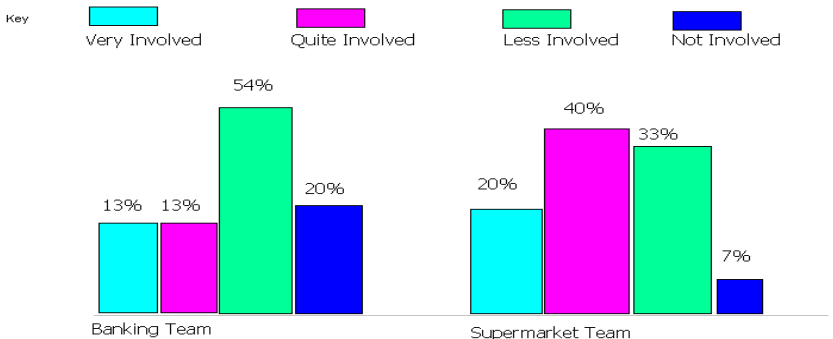


Diagram: (3): Senior Management Involvement: The responses received when respondents were asked about the involvement of

Senior Management in the project are presented in the tables below for both the Banking team and the Supermarket team.

The above diagram (3) indicates that more than half (54%) of those interviewed amongst the Banking Team said Senior Management involvement was little. Comments made by these respondents include "I hardly see them around here except the end of the month". 20% said Senior Management was not involved while 13% mentioned that Senior Management was involved while another 13% said they were quite involved. Also, 40% of the respondents from the Supermarket team said Senior Management were quite involved in the running of the projects while 20% said they were incredibly involved. On the other hand, 33% mentioned that senior management was less involved and 7% mentioned not involved at all. Again, careful observation of the two teams showed that Senior Management involvement in the Supermarket teams is more pronounced than those in the Banking team. Senior Management involvement in projects, according to Barry et al., (2005), is significant as there is the need for a flow of information from the project board to corporate or programme management. High-level Senior Management involvement in a project will ensure that the risks are identified on time and managed effectively. It also ensures effective management of the project team members and resources concerned with the project as well as the commitment of the required resources. Also, Senior Management involvement as pointed out by Koskela et al., (2002), enhances the decision-making process on any changes when requested by the project manager and provide overall direction and guidance throughout the project (Cleland et al., 2002).

PROJECT PROGRESS REPORT

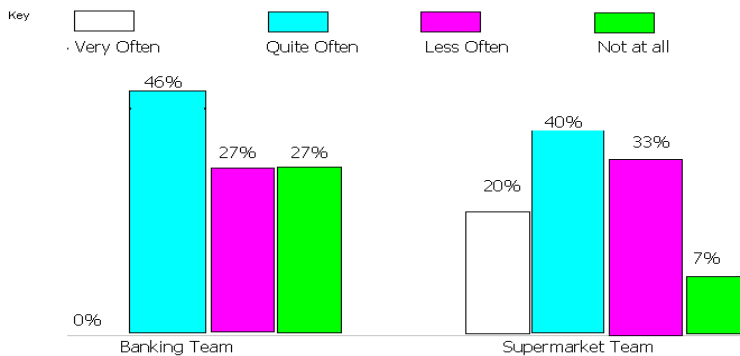


Diagram (4): Periodic Project Report: The Respondents were also asked about how often were their teams reporting to Senior Management and the information received is presented in the diagram both teams

From diagram (4) above, less than half (46%) of those interviewed among the Banking team mentioned that; report about the projects was quite often prepared and sent to Senior Management. 27% mentioned less often, and another 27% said report to Senior Management about the project was utterly absent. No one mentioned that reports are sent very often. Among the Supermarket teams, while 40% of the respondents said their teams prepares and sends reports to senior management quite often, 20% of them said the report is often sent to Senior Management. However, 33% mentioned that reports were less often sent, and a further 7% said not at all. Comparatively, there was no significant difference between the trends in which project progress report is sent to Senior Management among the two teams. That the Banking team and the Supermarket teams. A project progress report is essential in the overall running and management of projects. (Suleman. et al., 2014).

PROJECT SUCCESS

On the issue of the success of the project, the respondents from the banking team were asked to express their opinions about the success

of the project, and the responses received were varied. Whiles some respondents just mentioned the word 'successful' others made comments such as 'customers like it'; 'As far as I know it was successful' 'We have not received feedback yet'. However, some respondents said they did not know how success is measured and are not sure whether it was successful or not. On the order hand, the respondents interviewed at the supermarkets all said the project was successful, and the benefit of the project was excellent.

CUSTOMER INVOLVEMENT

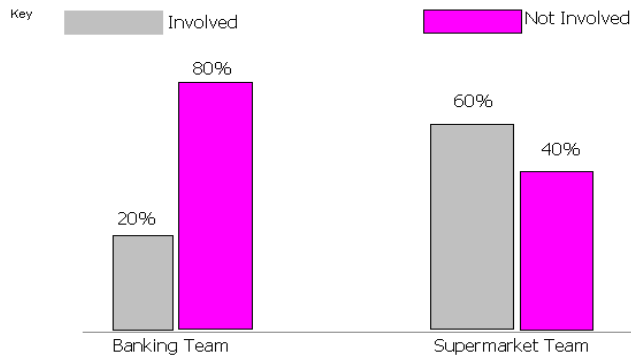


Diagram (5): Customer Involvement: Respondents were asked about customer involvement and the responses received are presented in diagram 5.

From Diagram (5). above it would be realised that most of the respondent from the banking team did not think customers were involved in the running of their projects. However, these respondents made comments such as these: "We talk to them", "We will tell them later", "and Head office did a survey". "We surveyed before the start of the project". From the above observation, it can be said that team members understanding of customer involvement were varied. Most of the respondents did not think "talking" to customers and survey as part of customer involvement. This could be the reason why few of the team members believe customers were not involved. The above diagram (5) also indicates that whiles majority of respondents (60%) said customers were involved in one way or another, 40% said

customers were not involved. However, the form in which the customers were involved varied among respondents. While others see the survey as part of involvement some see physical interaction with customers as involvement. Comparatively, members of the Supermarket project team stated that customers involved in their projects were higher (60%) than the banking team (20%). Hence one can infer that supermarkets involve customers more than the banks in the execution of projects at the branch level. Customers who are also referred to as stakeholders play a significant part in the management and success of projects in corporations. The involvement of customers in the planning and execution of the project, especially if the project is customer-oriented is especially essential. The introduction and the development of stakeholders' model underscore the importance of how managers can maximise the objective functions of their corporations by considering the interest of stakeholders or customers.

FAITH, ASSOCIATION AND TRUST IN THE TEAM

Teams from both the banks and the supermarkets were also asked about their relationship within their various team's base on selected categories. These include faith in their team, trust, and associations.

TEAM FAITH ON THE PROJECT

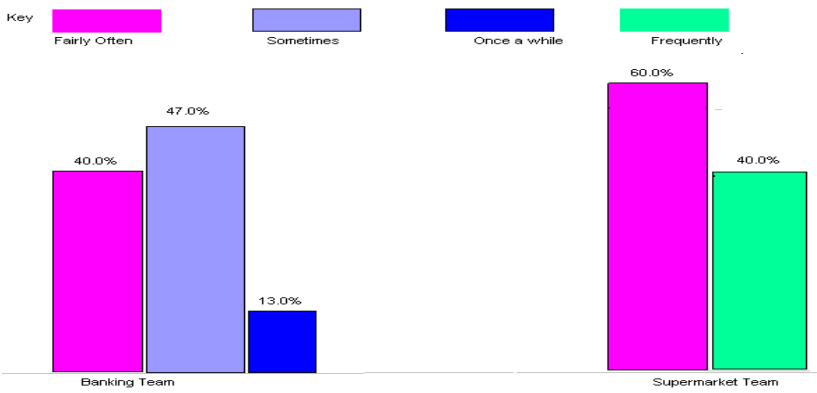


Diagram (6) Teams response on faith in their teams: The diagram represents the response received about faith individuals have in their various teams

From diagram (6) above it would be seen that majority of the Banking team members (47%) did not have complete faith in their teams, 40% said they often have faith in the team and the work of the team. 13% said they only have faith in the team once a while. On the other hand, 60% of those interviewed amongst the Supermarket team often have faith in their team, while 40% frequently have faith in their team. In contrast to the Banking team, most team members in the Supermarket team appear to have more faith in their team.

TEAMS RESPONSE ON ASSOCIATION IN THEIR TEAMS

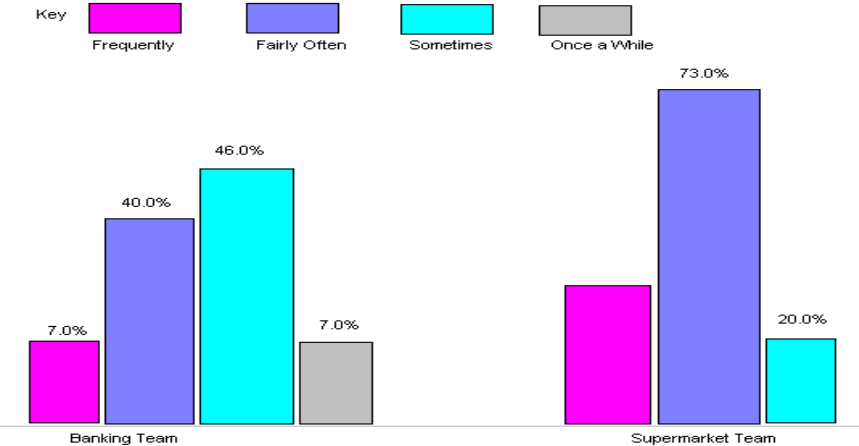


Diagram (7): Teams response on association in their teams: Diagram 7 represents the response received about how individuals feel about being associated with them.

Diagram (7) indicates that 46% of the respondents feel all right to be associated with their teams sometimes while 40% reasonably often find team association to be excellent. Only 7% are happy to be frequently associated with their teams, and another 7% just want the association with their teams once a while. Conversely, it would 73% of

the respondent from the Supermarket team was happy to be associated with their team often while 20% said they are all right to be frequently associated with their teams. Only 7% of those interviewed felt to be associated with their teams sometimes. From diagram (7) therefore, it can be deduced that, the majority (73%) of members in the Supermarket team are relatively happy to be associated with their team compared to only 46% amongst the Banking team.

Diagram (8) below showed that 60% of the respondents from the Banking team said they often have trust in their team, and 33. % said sometimes. Only 7% said they frequently have trust in their teams. Likewise, 60% of the respondents in the Supermarket team often have trust in their team while another 33% have many trusts in their team. 7% of those interviewed said they only have trust in the teams once a while. The results from the above diagram showed that on trust the two teams about trust, it can be pointed out that, there is no significant difference between the teams. Faith, Association and Trust are significant issues in today's business world, since evidence suggests that trust between associates (employees) and employers has been waning (Castro, 1994). It is difficult, if not impossible, to have effective and productive working relationships without trust. Clayton et al. (2019). According to Heathfield (2019), trust is the basis for creating a healthy work environment.

TEAM TRUST

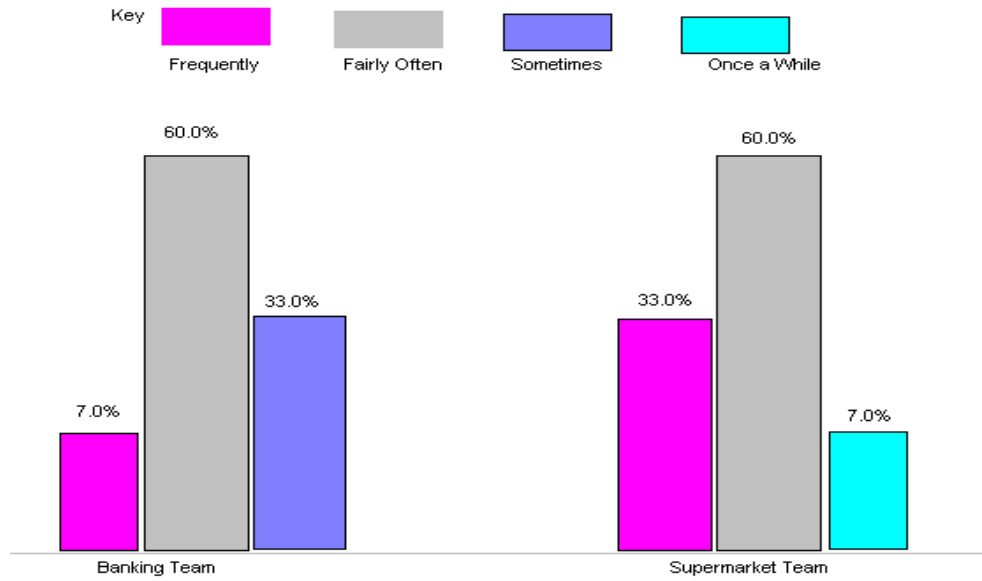


Diagram (8): Team response on Trust: Diagram. 8 here is the response received about the level of trust team members have in their team.

DECISION MAKING AMONG THE TEAM

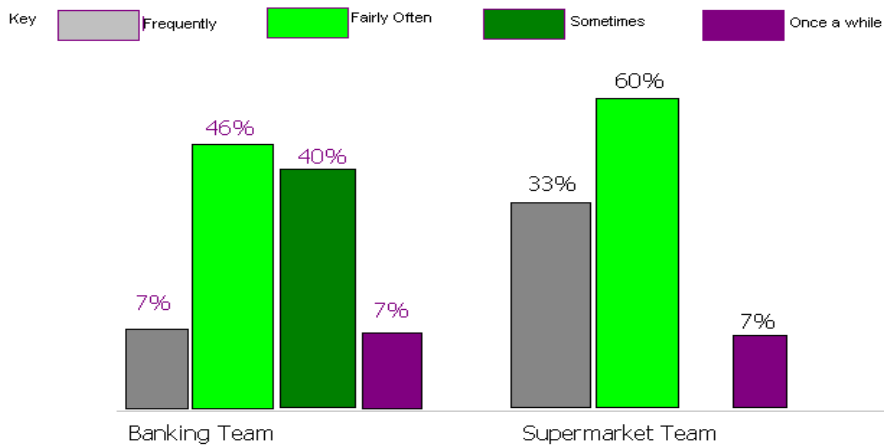


Diagram (9): Team Decision Making Process
Effect of Team Relationship on Team Performance and Project Completion

DECISION MAKING AMONG THE TEAM

On the issue of decision-making, within the Banking team, 46% agreed that the whole group often take a decision, and 40% said the group sometimes takes group decision. However, only 7% said they are frequently involved in the decision-making process, while another 7% said they are only involved once a while. On the other hand, more than half (60%) of those interviewed amongst the Supermarket team said they are involved in the decision-making process reasonably often while 33% said they are frequently involved. Another 7% said they are only involved once a while. By comparison, it would be realised while majority of team members (60%) in the supermarket are reasonably often involved in the decision-making process only 46% do so in the Banking team. (See diagram (9) above).

EFFECT RELATIONSHIP ON PROJECT PERFORMANCE

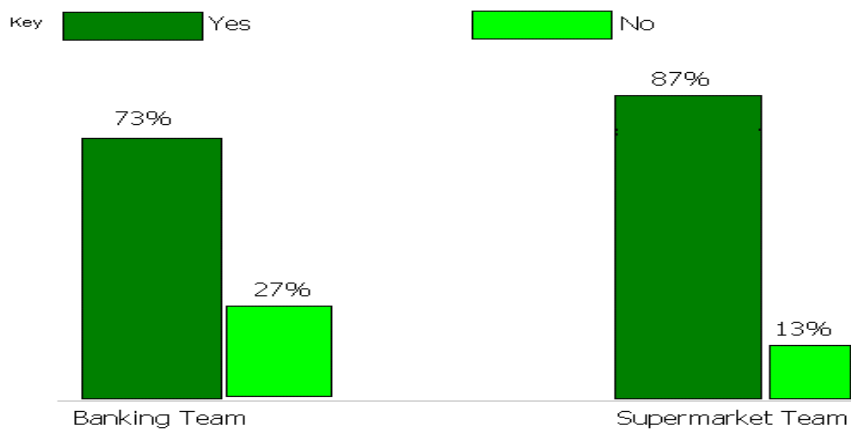


Diagram (10): on the Effect of Relationship on project Performance and completion: Respondents were also asked whether the relationship they have with their teams affected the completion of any project

From the diagram (10) above it would be that 73% of those interviewed said that the relationship amongst the team members

affected the successful completion of the project while 27% said there was no effect. Comments made by some respondents include "Yes, we are very close as a team". Also, 87% of those interviewed at the Supermarkets agreed that the relationship amongst the team members had a significant effect on the completion of activity of the project. Only 13% said relationships did not affect project completion. Comparably, it would be said that both teams consider the kind and type of relationship among the teams essential in project performance and completion.

DISCUSSIONS OF FINDINGS

This study assesses the impact of effective leadership of project management using two organisations from Nigeria as a case study. The results of the analysis of the data collected through survey questionnaires show the following findings:

1. The involvement of senior management and Board of Directors in projects within an organisation resulted in the successful completion of such project.
2. There is a vacuum between senior management and Board of Directors in one hand and the project teams on the other hand.
3. The Fernando Flores' model of the participatory projected environment is excellent and ideal for the success of the project.
4. The Board of Directors plays a vital role in the management of the organisation's project through its leadership role. Effective leadership is essential for the success of projects that the organisation is involvement.
5. Through Transformational leadership theory, top managements can delegate the management of the project through the organisation structure, which will enable project managers to carry out the operation part of project management (see figure 6 above).
6. Effective Leadership and Management will enable corporations to manage the business goals effectively to delivery returns for

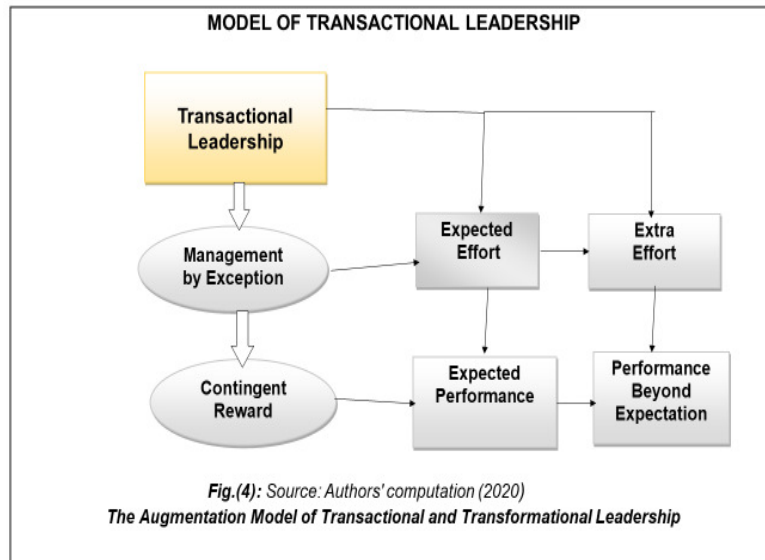
their shareholders as well as meeting the needs of their stakeholders.

- Project Management is playing a leading role through which organisation objectives can be realised.

LEADERSHIP OF PROJECT MANAGEMENT OF AN ORGANISATION			
Developing leadership culture	Developing Ourselves	Motivating Skills	Technical skills
Competencies	Questioning	Ability To:	Ability To:
Introduce more diversity	Reading	Develop & sustain	Plan & manage finance
Short sessions	Rethinking	Clear Vision	Use the full power of ICT
Investors in people	Balance team	Inspire others	Procure & manage contracts
360 feedback	Courses	Demonstrate priorities	Set up operates
Promoting learning	Being open	Value action	effective performance
Development Programmes	Visiting others	Communicate widely	Manage Change
Inspections	Making time	Listen	
Modelling	E-learning	Praise	Management of systems
Guidance	Mentor	Recognise	Development systems
Qualifications	Experimenting	Celebrate	Undertaking a programme
Members and Managers	Listening	Challenger	Project management
	Feedback	Encourage learning	
	Secondments		

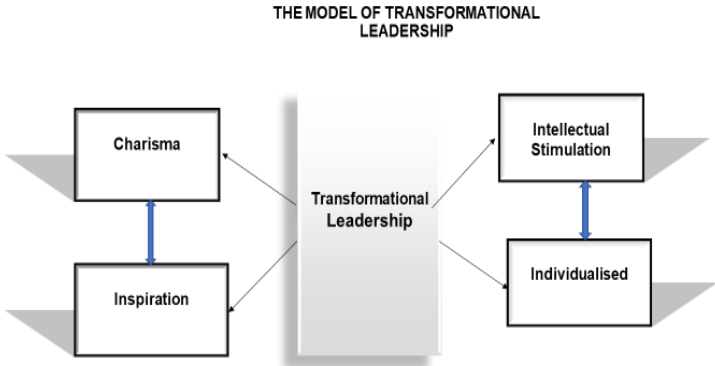
Table(1): Leadership of project management of an organisation

Transactional Leadership model while applicable to practical projects such as manufactural and operation management systems of top-down approach and command and control project management. However, transactional leadership model is not proper for project management of the type analysed in this paper, which focused on managing team such as the Banking Project Team and the Supermarket Project Team discussed in this study. Below in figure (4) is the Transactional Leadership model.



The transformational Leadership Model shown below in figure (5) is joined to be more suitable for the management of project teams for both organisations under study. The Banking Project Team and the Supermarket Project Team, as shown from the results of the data analysis above. The transformational leadership project management brings the best out of the project team as it gives them ownership of the project and a sense of belonging as management involved each member of the project team in the planning, process and execution of the project resulting in the successful completion of the project and part of the success of the project. Bass and Avolio (1993), explained that a transformational leader must exhibit key leadership behaviours, and these include Charisma, where followers identify with and emulate the leader who is trusted and seen as having an available mission and vision. Another leadership behaviour that must be exhibited by a leader is inspirational motivation. This is where the leader provides symbols and simplifies emotional appeals to increase awareness and understanding of mutually desired goals. Intellectual Stimulation is a behaviour where the leader encourages followers to question their way of doing things or to break with the past. The last but not the least is the leader's individualised consideration where

he/she treats followers differently but equitably on a one-to-one basis. The relationship between transformational Leadership and the project team is presented in (figures 5 above).



The Augmentation Model of Transactional and Transformational Leadership
Fig.(5): Source: Authors' computation (2020)

The future challenges facing project leaders such as senior management and board of directors for effective leadership of project management is presented in figure (6) below.



Fig. (6): Source: Authors' computation (2020)
The Future Challenges of Project Leadership and Management for Modern Business Organisation

As stated in the literature, the project manager must be aware of the local political climate, availability of a skilled labour force, and public attitudes toward the location of the project in the community. Therefore, the project manager who neglects the building and maintenance of alliances with key stakeholders will soon find indifference or opposition to his or her project, (Sarconi 2003), Each project has its own unique set of stakeholders. Successful project management must be carried out only when the responsible managers consider the potential influence of the project's stakeholders (Donald 2004). Each project also has its own unique set of opportunities and constraints, whether it is a banking project team or the Supermarket project team examined in this study or other community and commercial or industrial facility project. Management will be committed to carefully studying each project in collaboration with the project team to provide a solution that is uniquely suited to ensure its success. In other words, trust forms the foundation for effective communication, associate retention, motivation, and contributions of discretionary energy (Mark 2004; Heathfield, 2019).

CONCLUSIONS

This research study is about the assessment of the impact of effective leadership of project management on organisation performance. As stated in the introduction, project leadership is about the development of a clear and complete system of expectations to identify, evoke and use the strengths of all resources in the organisation. The most important of which is the people (Baker 2000). The study employed qualitative research using a case study Approach to analysed data collected through a survey questionnaire. The literature review shows the importance of effective leadership in organisations and the role of the Board of Directors in leading their organisations toward successful project management that meet the needs of the project stakeholders. The implication of findings from this study is that project managers need to recognise how to elicit

effective performance from their project team to achieve the goals and objectives of the organisation's projects. We found that effective leadership from senior management through transactional or transformational leadership theory will lead to effective project management. The authors also found that both the Banking team and the Supermarket team under this study performed well when management involved the team members in the management of the project instead of using command and control method of project management. This is more from transformational leadership than in transactional leadership. The transformational leadership bring the best out of the project management that gives the project team members ownership or the project and sense of belonging and part of the success of the project. Overall, we conclude that effective leadership of project management and organisational performance happened when top management and the board of directors of the banking project team and supermarket project team are fully involved through communications and openness to project teams throughout the planning, process and operation completion of the project. The results of this study showed that staff and members of the project teams are an essential part of the success of the project that leads to organisational performance. If the organisation is to be viewed as competent, overarching messages sent from various parts of the organisation should be consistent, so that team members and stakeholders do not receive conflicting messages from different persons in different or even the same parts of the organisation.

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