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The impact of people-focused leadership style on employee performance in project-based industries in the Cape Metropole.

by

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ABSTRACT

Leadership is arguably the most studied discipline and yet is equally the least understood subject since it involves unpredictable human beings. In the same vein, as managers and leaders operate, they operate within the context of followers who have their own expectations from leadership. Consequently, many leadership theories have been developed and at best they are largely a variety of the other with extremities in other aspects. Because there are other people apart from the leader, it means consideration should be made of the characteristics of the followership. There is therefore a need for congruency between the leadership and the followership if the leader is to be influential. Interpersonal skills are critical for this type of leadership, and some research findings indicated that extroverts who are people centered are likely to be more effective. In the process, the leader needs to build relationships as evidenced by the way the leader will encourage, appreciate, forgive, understand others, and be prepared to listen to peers and followers. This papers posits that people oriented leaders develop closeness to the followers and are empathetic, whilst they try to get their work done. The preliminary findings established that a people focused leader will have more influence on the followership, and is most likely to be empathetic to his subordinates.

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CHAPTER 1-
PRE-RESEARCH INFORMATION DETAILING THE PURPOSE OF THE STUDY

1.1 INTRODUCTION

The responsibility of successful project management is put squarely on the shoulders of the project manager as the coordinator of all the activities. It is clear that if the project management process fails, it becomes the responsibility of the project manager. But when project execution is carried out successfully, then senior management gets the praise for a project well executed. The project manager is identified as the official leader of the project team during the execution process. According to Prabhakar (2005:53), the project manager's leadership is an important and indispensable success factor in project execution. Skipper and Bell (2006: 75) also confirmed that leadership is an important factor in construction and engineering projects. The effectiveness of a project team is directly related to the strength, ability and the effectiveness of the team (Stendhal, 2009: 444). By derivation therefore, all things being constant, the strength of a project leader is a success factor during the execution of a project. The effectiveness of a leader is measured more by his ability to mobilize a willing followership, as Jowah (2013: 708-719) asserts that the presence of congruency between the leader and the follower creates a working relationship that results in loyalty. This assertion is based on the philosophy that projects are designed by people, executed by people through the labour of people for use by people. From this, it can be asserted that the human element becomes a critical complex of the whole puzzle. Followership is the capacity of an individual to allow someone to lead them; it is the other side of leadership. This means that project execution failure should be perceived as the inability of the leader to have willing followership.

1.2. BACKGROUND

Each individual has the choice to choose who they want to follow. Followership is the give and take process of leadership (Jowah, 2013: 708-719) and followers follow the leader that they believe in. All researchers in leadership agree that without followers there is no leader, in order to be a leader you must have followers. This study of leadership and followership is fundamental for the better clarity and understanding of leadership theories and studies. The failure or success of organisations, groups,

teams, etc., is not unilaterally dependent on how a leader can lead and guide followers, but it also depends on how followers can follow their leader. Followers play a crucial role in the success or failure of an organisation, if followers don't believe in their leader, the performance will testify to the lack of congruency. Burke, (2010: 16 – 26) posits that the human, material and activities as resources are complementary to each other and are paramount in the effective execution of the project. The type of tasks demand a specific type of skilled labour force, and a specific type of leadership is required for the specific tasks to be performed. According to Curşeu (2011; 3-13) the task and human resource are identified as the two basic variables that have a direct impact on the type of leadership to be used. Bass as cited by Turner and Müller (2005; 49-61) suggested that there are only two types of leadership; task-focused and human resource /people-focused. Tabernero, Chambel, Curral and Arana (2009: 1391-1404) concurred with and defined the two style of leadership as; initiating and consideration.

- **Initiating structure:** task-oriented leadership – it is where the leader sets up standards as goals, communication systems, roles that will be played by project team members in order to achieve the project goals.
- **Consideration:** relationship-oriented leadership – this is where the leader show appreciation to the human resource and bring support, leader put more focus on welfare of project team.

Molero *et al.,* (2007: 358-368) posited that these leadership styles were commonly used by leaders to varying degrees of effectiveness based on the tasks, the people and the nature of leadership. The nature of leadership is therefore an element of the implicit theory of leadership as perceived by the leader (Jowah, 2013: 010-17), this ability to adopt a leadership ideal for the nature of the followers and the tasks determines the effectiveness of a leader in relation to successful project execution. Ko and Cheng (2007: 316-317) suggested that there are numerous definitions for effectiveness/success and numerous methods of measuring these expectations. The problem with the literature is in the difference of measuring of success by different stakeholders (Lam & Chan, 2008:333) unless where a standard has been agreed on by the stakeholders. Buelow, Zuckweiler and Rosacker (2010: 10-17) suggested that the measure for successful project execution be based on the square root as pronounced. The measures of successful execution are therefore dependent on meeting the time, cost, quality and scope of the project. Best (2010: 23) stated

accepted that there are as many definitions of leadership as there are researchers on the subject. To avoid this array of semantics, this study the definition to be used is an ability to influence others to execute or perform tasks voluntarily (Mehmood & Arif, 2011: 236). This definition can be complemented by Jowah's (2013: 010-017) assertion that effective leadership is by equilibrium between follower and leader's expectations enabling the parties to work together towards achievement of agreed on tasks.

1.2.1 Theory of motivation of employees

As many organisations *projectify* their operations in a quest to maximise efficient use of both human and material resources (Nauman & Khan, 2009: 1-14) the study of project management become more important. This has increased the search for effective project managers with the appropriate skills (Gudarzi & Chegin, 2011: 967) with special emphasis on the human resource aspect. Jayasingam & Cheng (2009: 54) postulated that effective leadership of people is the single most important subject for a project manager. The importance of leadership as an indispensable skill is founded on the policies that the execution of projects is effected by people an people need to be motivated for them to perform well (Prabhakar, 2008: 3-7). The process of team motivation therefore is considered critical element which my positively influence both the attitude and willingness to perform of the members. Andreescu & Vito (2010: 567–583) recommend that effective leaders have the following traits:

- The leaders have the ability to motivate their followers to do their best at any task in hand.
- The leaders have the ability to persuade their followers to do their work beyond the minimum work expectation, time and cost.
- The leaders have the ability to influence their followers to voluntarily contribute their effort towards a common goal.
- It is the key role for the leader to provide inspiration and guidance to the followers.

Leadership goes beyond behavioral strategies and it involves the ability to influence others to cooperate in the effort to achieve known (and agreed on) set of objectives. However Holmes & Marra (2004: 440) asset that the significance of a person's communication skills determines their effective of both the behavioural strategies and

the ability of the leader to influence the followers. By inference therefore, it can be posited that the way the leader relates to the followers has a bearing on the failure or success of the leader to influence people and get the desired results. Leadership should therefore be viewed as a process of motivating (or the opposite thereof) getting people to perform certain tasks. This in an environment compressed by time, budgets, technical expectations all within a specified scope of operation (Holmes & Marra, 2004:440), these constitute the square root of project execution success. Therefore effective project leadership should not be viewed or be measured according to the outcomes of the square root, but based on the ability of the leader to influence the followers to achieve the goals within the specified square root. This ability, according to Kasapoğlu (2011: 1153) suggests that the effectiveness and the impact of a true leader depends on certain personality traits which they made reference to as the big five, namely;

- Agreeableness – this trait entails good listening skills, kindness, care and trust if followers, empathy for the subordinates and indicate high social orientation

- Conscientiousness – this trait emphasizes orderliness, dependability, self-confidence, self-discipline, an eye for detail and complemented by goal orientation.

- Emotional Stability – ability to be strong and impartial under pressure with a clear indication of an individual who shows high levels of calm and emotional security.

- Extroversion – outgoing and easy to socialize (talking to people and being talked to by people) with a high interest and focus on relationships with subordinates.

- Openness to Experience – characterized by willingness to accommodate and understand and possibly learn from personal as well as other people's experience.

Callahan, Fleenor and Knudson as cited by Kasapoğlu (2011:1153) opine that the ideal leadership would be made out of a combination of the "Big five" personality traits put in differing proportions dependent on the tasks to be performed and the environment. In project execution therefore leadership is not generic (Skulmoski & Hartman, 2009: 242 -249) and the leadership styles are determined by project type together with the implicit leadership and followership theories applied by the participants.

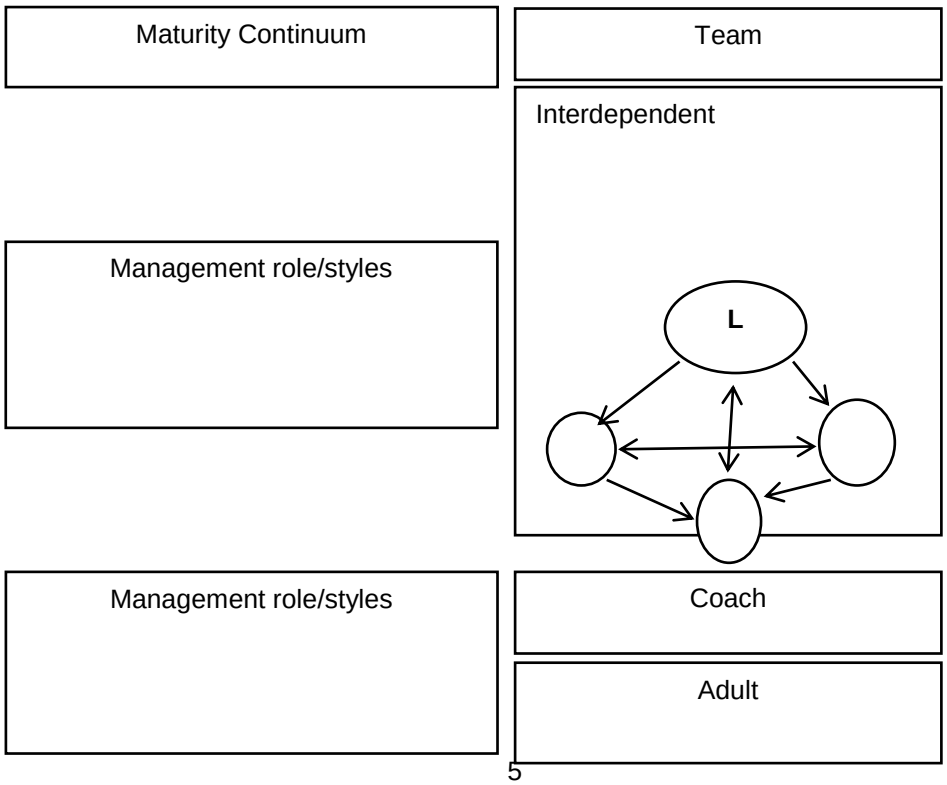
Because projects are unique, project managers cannot use the same tools and strategies (one size fits all) for all project types (Shenhar *et al*. 2005: 8 – 16). Frame as cited by Skulmoski & Hartman suggesting that leadership style has to change time to time between different project management phases (Initiation, planning, implementation and closeout). Skulmoski & Hartman (2009:242-249) identified four project stages and the competencies required at each stage;

- Initiation – high degree of political awareness with good communication skills, analytical, motivational and visionary competencies are an absolute necessity.
- Planning – ability to plan (project scheduling) and make reliable forecasts, this should be complemented by ability to integrate all the aspects of the project.
- Implementation – decisiveness and responsiveness coupled with ability to communicate effectively and keep the project team together.
- Closeout – ability to put together the lessons learnt form and ruin up the small pieces that will complete the project according to agree on specifications.

1.2.2 Characteristics of an effective leader

The project leader must be willing to adopt the roles of project initiator, negotiator, listener, mentor and coach. Figure 1 below is a model for the expectations from a project leader.

Figure 2. 1 A model of an effective project leader



Source: Prabhakar (2008: 5)

The figure above is the ideal situation under which all team members are working well at maximum performance (presumably), and this is attributable to the project manager's ability to keep the team together. Reilly & Karounos, (2009: 1-13) submit that the focus on the welfare of the project practitioners by the project leaders has a motivating effect on the performance of the members. The effectiveness of the leader is related to the degree that the practitioners feel that their objectives and concerns find attention from the project leader. Wong, Wong and Heng (2007: 95–106) concurred with the view of Reilly & Karounos as alluded to above and posited that a manager will not achieve their goals without a proper understanding of the diverse needs of team and satisfying the practitioners that they are considered important. Cultural differences were mentioned specifically as possible obstructions to effective focus on team member and subordinate participants' needs. Reilly & Karounos noted the following generic cultural differences:

- Anglo Cluster – Europeans (Australia, UK, New Zealand, USA) prefer team-oriented, missionary and inspirational type of leaders. But each country in these countries also has specific leadership styles which are specifically more effective.

- Latin European cluster – (France, Italy, Spain, Switzerland, Portugal) prefer visionary, self-sacrificial, goal orientated integrity, decisive and performance oriented type of leaders.

- Eastern European cluster – (Poland, Slovenia, Albania, Georgia, Greece, Spain, Hungary, Kazakhstan, and Russia) prefer team-oriented and interactive leadership.

- Southern Asia cluster – (Philippines, India, Iran, Indonesia, Malaysia, Thailand) prefer a leader open to negotiations and ideas keeping the team together in a patriarchal model.

Taleghani, Salmani & Taatian (2010: 91-111) concurred with the differences listed above and suggested that other cultures prefer leaders that play a more positive role (direct role) in their work lives, specifically the Asian cluster. The study showed that a leader that may be considered to be people –focused may be perceived as lacking in selfconfidence and not task-oriented in other structures. Bodla and Hussain (2010:

73-81) they have suggest that personality characteristics of followers, determine their preferred leadership style for the leader. This is confirmed by Jowah (2013: 10-17) who asserts that the followership predetermines what is their leadership prototype based on background and cultural values. These followers already have their own expectations as related to the degree of leader involvement with subordinate or team member's personal life. A sample of 288 respondents in a study in Pakistan using structured questionnaires, the Big Five personality traits were tested for effectiveness in leadership with honesty as an additional (sixth) trait / character to be reviewed. The results were compared to the leader's chosen leadership styles (human-oriented leadership, task-oriented leadership and charismatic leadership). Table 1 below illustrates the findings.

Table 2.1 Comparison of Big five with selected leadership styles

	Leader's expertise	**Human-Oriented leadership**	**Task-Oriented leadership**	**Charismatic Leadership**
Extraversion	**0.246****	**0.286****	**0.352****	**0.289****
Conscientiousness	**-0.019**	**0.011**	**0.066**	**0.80**
Agreeableness	**0.287****	**0.296****	**0.323****	**0.289****
Emotionality	**0.153***	**0.165****	**0.205****	**0.192****
Intellect	**0.200****	**0.253****	**0.254****	**0.243****
Honesty	**0.274****	**0.294****	**0.338****	**0.282****

Source: Extracted from Bodla and Hussain (2010: 78)

Bodla and Hussain (2010: 78) Regression models were also analyzed the comparison of big five leadership styles and concluded as the following:

Task–oriented leadership – This kind of leadership style is preferred by people who showed personality traits of extraversion, who are agreeable, and honesty.

Human-oriented – This kind of leadership style is preferred by people who showed the personality trait of agreeableness.

Evidently the leadership style of the project manager will determine the motivation and productivity levels of a project team as observed by Curşeu (2011: 3-13). The

researcher suggested that the team leader must put more emphasis on the people working (people focused), which is essentially the teaching of transformational leadership (Bass and Bernard, 2008:23*)* protagonists. Other sources concur with Curşeu (2011: 3-13) and suggest that this people focused leadership may assist in reducing intra-group conflict. Conflict, if not handled correctly may result in the disruption of the team spirit leading to ineffective project execution. It is postulated that people focused leaders will have high levels of emotional intelligence (Goldfien & Robertson, 2007:277-320) and are able to understand the emotions and interests of the subordinates. The point of departure therefore is whether ability to understand people and be people focused on its own will constitute good leadership, and what then would be good leadership. Leaders lead people, but the primary objective is that of fulfilling the organisational expectations, and completing the tasks therefore becomes another element of the effectiveness of a leader. On the contrary, components of transactional leadership ship suggest that productivity is high using transactional leadership models, this creates a controversy along the lines of the X (transactional based) and Y (transformational based) theories.

Table 2.2 Contrasting Transactional and Transformational leadership styles

Transactional	**Transformational**
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Introduces new ideas and changes organizational culture
Rewards and punishments used to make workers work	Employees develop higher ideals and moral values
Motivates workers by appealing to their own self-interest	Motivates and encourages group interests first
Management-by-exception: MBE	Management by objectives: MBO
They have workers	They have followers

Source: Adapted from Bass (1985: 121–124).

Primarily the difference between these two leadership styles (they have emerged to be the ultimate classification of leadership styles) is that the first (transactional) is based on the manager's belief or attitude. The manager sets out specific tasks for workers, possibly with the mentality that they will not perform on their own without

measures, laws, rules, and physical incentives etc. Contrary to this is the transformational which seems to believe in the workers' ability to do things without compulsion. The one critical element of this style is that the leader shows concern about the followers as compared to subordinates and therefore supposedly makes employees perform better. Curşeu's research yielded interesting results relating to the leadership style and team participation, a research with a sample of 46 teams which consisted of four to six team members each was conducted by the researcher, the findings are illustrated in the table 3 below.

Table 2.3 Relationship between task and people focus

	Mean	**SD**	**1**	**2**	**3**	**4**	**5**	**6**
Group size	5.10	0.55	1	0.01	0.07	0.08	0.10	-0.09
Task Conflict	2.24	0.56	0.01	1	0.67**	-0.26	-0.20	-0.43**
Relationship Conflict	1.90	0.53	0.07	0.67**	1	-0.22	0.32*	-0.57**
Task Oriented leadership	3.08	0.83	0.08	-0.26	-0.22	1	0.73**	0.52**
Relationship oriented leadership	3.16	0.42	0.10	-0.20	0.32*	0.73**	1	0.79**
TWK quality	3.34	0.35	-0.09	-0.43**	-0.56**	0.52**	0.79**	1

Source: Curşeu (2011: 8)

This study shows that relations-oriented leadership had a positive impact in the establishing of a cohesive team, implying that relationship oriented leaders have an impact. These leaders, according to the findings, seem to perform better when dealing with relationship conflict and may resolve conflicts more effectively in the team than task focused leaders. de Vries, Bakker-Pieper and Oostenveld (2010: 367–380) concur with these findings, and in a related study made the following findings illustrated in table 4 below.

Table 2.4 People focus and the worker response

	Charismatic leadership	Semi partial r2	Human oriented	Semi partial r2	Task oriented	Semi partial r3
Verbal aggressiveness	-.10*	.00	-.19*	.02	.27**	.04
Expressiveness	.02	.00	.09*	.01	-.09	.00
assuredness	.15**	.01	.08	.00	.25**	.04
Preciseness	.45**	.13	.02	.00	.34**	.08
Supportiveness	.34**	.05	.67**	.19	.17*	.01
Argumentativeness	.19**	.03	.01	.00	.04	.00
Multiple R	.83**		.89**		.55**	

Source: de Vries, Bakker-Pieper and Oostenveld (2010: 374)

The research emphasized that there are certain elements of people focus which may attract positive response from the followers or subordinates. In spite of these positive findings, some other researchers have done other studies which came up with seemingly contradictory findings. Because leadership is the ability of one to influence people and make them do tasks voluntarily (Arvey, Rotundo, Johnson, Zhang and McGue, 2006:1- 20) it therefore must be more to do with relationship and commitment. Yet some other studies show clearly that some employees still get job satisfaction (Foti and Hauenstein, 2007:347-355) and perceive that they perform better with the rewards, rules and with clearly defined or specified tasks to be performed. This is complicated by the presence of other employees who may perceive that the effectiveness of a leader is based on the traits of the manager (Zaccaro, 2007:6-16) which implies genetic advantages. In the South African context a new dimension is added in that the workplace diversity brings together the racial, cultural, and religious and gender dynamics. These impact on the relationships and provide different expectations from the followers because of this diversity. Jowah (2016:10-17) posits that the effectiveness of a leadership style is a direct relationship between the followers' cognitive prototypes of leadership. This states therefore that different cultural structures have different pre-conceived ideas about what is effective leadership. This leads to another theory, the implicit theory of leadership which states that the leader has expectations, and behaves in a particular way because they perceive that behavior to be what the subordinates expect. All these theories and

assertions therefore will be found in a team, meaning that the project leader must therefore have an understanding of the different people according to culture, religion, levels of education and gender, if the leader is to be effective. Essentially this brings leadership to the “crossroads” (Hoyt and Goethals and Forsyth, 2007:13-29) making it difficult to prescribe a one style to suit all subordinates. Further to this comes the complexity of the type of the environment, and the type of the tasks to be performed given the nature of the followers (Jowah, 2013:708-719). The type of task and the level of the understanding of the followers will also determine what leadership style expectations come from the subordinates.

1.2.3 The people and task oriented approaches to leadership

The project environment is unique on its own in that it has other demands not commonly found in the in the traditional management environment. The project management environment is complicated by the need to satisfy the square root, and the success therefore will not be limited to this, but to the ability to make the participants to perform well enough to meet the objectives of the square root. In view of this, leadership is therefore the ability or capacity (Miltenberger, 2004:3) within an individual which enables the individual to succeed consistently in a given environment. In as much as the project manager may be appointed to a position and by virtue of which they have a degree of power and authority, it is clear equally well that in the matrix system the project managers suffer from the effects of the authority gap. The authority gap (Jowah, 2012:1097-1106) is the inability or the absence of authority by a matrix-structure-based project where the project leader has the responsibilities but not the authority. Generally this is because the people the project leader works with are seconded from other departments and as such the project leader has no control over them. For the project leader to be effective, he would have to depend on some other form of management to be able to get the tasks accomplished. The teams that are involved in this case are made of specialized people from different functional units in the mother organisation and they have their loyalty to their managers and departments. As such, the project manager may not use transactional leadership since they will not have incentives to give. People focused leadership is best related to the communication styles of supportiveness, guide-ness, motivation, expressiveness, and a lack of verbal aggressiveness by the leader. On the contrary, task focused leadership has its own merits and demerits; table 5 below illustrates these advantages and disadvantages. Both task-oriented

and people-oriented leadership styles are also equally important regarding to Nauman and Khan (2009: 1-14).

Table 2.5 Advantages and Disadvantages of Task – focused leadership

Advantages	**Disadvantages**
Tasks are well defined for the worker	Workers afraid of breaking rules
Company objectives are clear to the worker	There is no innovative / creative minds
Ideal for well-structured workplace	Low morale at the workplace
Clearly defines individual roles and tasks	High labour turnover because of low morale
Allows for repeated functions and high productivity	The lazy / uncreative people will want to stay
Ideal for novices learning the job / tasks as they repeat the work	Low responsiveness to threats or opportunities
Keeps the manager informed about everything	Micro-management by the project leader
The manager has full control of the situation	Manager overburdened with things employees can do on their own
Manager is the only one knowledgeable about everything	Lose out on other opinions / new ideas from the subordinates
Prioritises needed tasks and within specified time	Employees may do tasks that could have been postponed

Source: own compilation of information

Task orientation requires talking and planning skills, which are positive attributes for managers especially where decisions are to be made immediately. The focus is so much on getting the job done with possible disregard of the “know-how” from the people who do the actual work. Depending on the maturity of the subordinates, knowledgeable subordinates may not want to be micro-managed and prefer rather to contribute to the operations. Where there is a large work force with many different types of operations, unless if the manager delegates, the manager have be bogged down by extensive planning. Task focused leadership may do well in accelerating the completion of tasks at hand, clear path to be followed by the employees, easy to manage deadlines and the employee roles are clearly defined. The operations are well structured with clearly defined goals and time limits. Ideal for places where complex products and services where integration of operations is essential.

Effective leaders have balance of both people focus and task focus, the key for this is to ensure that the objectives are met with a people who are happy and motivated. This is ironical in that projects are time compressed and as such heavily pressurized to avoid cost overruns. Anantatmula (2010: 13-22) stated that people-related management and leadership is one of the most critical factors for successful project management. Thamhain (2004: 533-564) stipulated that the best skill for Project Manager to have are conflict resolution, and communication skills, there are important factors for project success. Anantatmula listed numerous factors that are important for highly effective people-related leadership. The factors are listed in table 6 below;

Table 2.6 Factors that are important for highly effective people-related leadership

Ensure that communication is clear,	Make sure you are easy for them to understand you,
Provide and define team member's roles,	Clarify / communicate all the responsibilities,
Communicate all project expectations,	Employ consistent processes in projects,
Establish trust amongst the team members	Facilitate support structure for operations,
Understand the subordinates' emotions.	Manage project outcomes with the workers leading

Source: own construction

The above table recommends that defining of all roles and responsibility is the key important factor that is required from the project manager to consider first. Projects are conceptualized by people, designed by people, implemented by people, implemented through people, and thus the people are one common factor throughout the project. As alluded to in the preceding literature review, there is a direct relationship between the manager's attitude towards subordinates and the style the manager uses to lead them. People would therefore hypothetically respond positively in aspects and issues where they think they are loved, trusted and respected. This would therefore move from subordinates to followers.

1.3. PROBLEM STATEMENT

The lack of people-focus leadership has impacted on project-based organisations' ability to deliver projects on time within cost and scope. The preceding literature discussed deferent types of leadership theories, practices, believes and perceptions. These are being considered here with the special understanding that the project environment is different from other traditional management environments. The project manager needs to get his operations done within specified time, quality, budget and scope. For this, there is a need to get the cooperation of the practitioners to accelerate the execution process efficiently and effectively. Because these projects involve working with people, part of whose motivation comes from the relationship amongst themselves and with the leadership, it is expedient that a special investigation be conducted on this aspect of leader-follower relationship. Much work has been done on task oriented leadership (management) as it relates to successful project-execution. This research seeks to measure the effectiveness of the people-focused leadership style and its acceptance by the subordinates. Hyva¨ri (2006: 216–225) posited that the effectiveness of a project manager is measured by project execution success. For this reason the research seeks to establish perception and impact of people-focused leadership on successful project execution given the square root of the project.

1.4. RESEARCH AIM

To describe the impact people-focus leadership has on project delivery by project-based organisations.

1.5. RESEARCH OBJECTIVES

The main objective of the research is to address the stated aim derived from the problem statement is to investigate the impact people focused leadership has on project delivery by project-based organisation. The secondary objectives which are derivatives of the main objective, further assisting / guiding the research to be undertaken are:

- To analyze the positive aspects of people-focused leadership as perceived by their followers.
- To evaluate the negative aspects (if any) of the people focused leadership style as perceived by the followers.
- To determine acceptable leadership styles to complement existing leadership training programs in the organisation**.**

1.6. RESEARCH QUESTION

- What are the positive aspects of people-focused leadership as perceived by their followers?
- What are the negative aspects of people focused leadership style as perceived by direct reports?
- When is people-focused leaders needed in a project-based environment?

1.7. RESEARCH APPROACH

Jowah (2015:102) defines research methodology as an explanation on how the techniques are used to implement the research design. Two research methods are stated in research, namely; qualitative and quantitative research methods. These methods have both advantages and disadvantages, but the research will use both methods (mixed method) to take advantage of the positive aspects of each method. The nature of the study dictates that both methods be used to allow for both the quantification of the data as well as measurement of the perceptions through the use of the Likert scale. The structured questionnaire comprises of three sections, namely; Section A – Biography, Section B –Likert scale – perceptions and Section C – open ended questions.

1.7.1 Target population

Target population for this research is the project practitioner at various levels but with a line manager that they report to. These would be, among others, the project administrators, team members and all internal stakeholders involved in the execution of projects in the different departments. All the people below the level of project manager who are directly involved and thereby affected by the leadership of the project manager will qualify for the survey.

1.7.2 Sampling and sample size

The department has 10 sections with an average of 25 members each, these will be stratified and sampling done randomly per stratum with a minimum of 10 people per stratum being selected for the research. A minimum of 100 people will respond to the questionnaires, this number (40%) is considered large enough to allow for generalisation.

1.7.3 Research instrument

A questionnaire (series of questions) derived from the research questions and the objectives will be constructed for the purposes of gathering data. The instrument (tool or questionnaire) will comprise of three sections, namely; Section A biography – to assist in identified people who qualify for the research. Section B will measure the perceptions by ranking pre-constructed thoughts (derived from the preceding literature) on a Likert scale.

1.7.4 Data collection method

The researcher will personally and with the help of others distribute the questionnaires to the respondents, explain any areas of ambiguity and collect the questionnaires in person. This will allow for effective data gathering and reduce the number of errors likely to be committed by the respondents.

1.7.5 Data analysis

The data collected will be edited and cleaned to remove any possible error and remove those that may not qualify. All the data (questions) are coded and the data captured on to the program to be used for analysis. The Statistical Program for Social Science [SPSS] will be used to analyse the data, this instrument is favoured because it is user friendly.

This will assist in establishing the relationships between leadership styles and project success.

1.8. ETHICAL CONSIDERATIONS

Because of the presence of unscrupulous activities by researchers, it has become important that people's (participants in the interview) dignity be protected. Starting with cultural, religious and professional values, it is inevitable that people will have differences in the way they perceive things. The researcher undertakes to respect the differences amongst people and strive at all times to protect people's dignity and privacy during the research process. No one will be compelled to participate in the research against their will, every participant will be given full details about the research and why they are required to assist. They will be allowed to exit any time during the interviews if they wish to, and may skip certain questions they are not comfortable with. The researcher will do everything to represent the university in an honorable way in regards to the ethical issues surrounding research.

1.9. CHAPTER CLASSIFICATION

Chapter one: the introduction of the study with background information on literature reviewed as well as setting out the problem statement, research question and research methodologies to be used.

Chapter two: An overview from existing literature on leadership styles in general and project leaders in particular will be presented.

Chapter three: detailed comparison of task-oriented and people oriented leadership styles in particular will be presented.

Chapter three: Research Design and Methodology; the research design and methodologies used in the research are discussed including the instrument used to gather information.

Chapter four: Data analysis, data interpretation and findings will be discussed in the chapter.

Chapter five: the conclusion and recommendations are brought to the fore with emphasis on the benefits of the findings.

1.10. CONCLUSION

There is constant *projectification* of industry operations as alluded to in the literature review. For this reason, a holistic approach to studying the factors that produce or assist in producing the desired results with the happiest team becomes imperative. These organizations need effective project leadership techniques to be implemented to ensure success. There has not been a one-size-fits-all approach to leadership, as admitted in the literature review above, and that situation, the type of tasks and the kind of followership all play a role. But one element that has been left out or attended to less has been the impact of the relationship between the leader and the follower in an environment free of threats and cohesion. Although there was a general agreement amongst some scholars that people-oriented leadership was more effective than task-oriented leadership with regards to team morale. But these studies did not draw the relationship between people-oriented leadership, task-oriented leadership, and actual project results.

CH2APTER 2-

LEADERSHIP STYLES, TYPES AND MODELS

2.1 LEADERSHIP – DEFINITIONS

Muhammad Kabir Abbas, (2014: 52-59) has defines leadership as a widely phrase which is mostly refers to individual personalities, characteristics and behaviours of people with authority, power, influence and responsibility for leading followers or group of people. Leadership is also known as a process that entails influence the group of people either followers that shared goals, visions or mission. Leaders are made to influence followers indirectly and directly for increasing their commitment to work in hand and organisation (Collinson 2006: 179-189).

The term leadership is also used widely and internationally to refer to people with the authority to be officially responsible to manage organisations or companies. Leadership is one of the key resources for organisations and it is well managed by individual through clear scope of abilities and talent Laster (1975:4). Muhammad Kabir Abbas, (2014: 52-59) stated that leadership functions embracing activities that are related to supervision, managing, controlling, leading and motivating employees so they can perform all their tasks that are set by an organisation. Leadership is where you are able to understand and being able to address all organisational issues (Carstel *et al*. 2010: 543-562). Leaders are defined as unique in position to make out justice on leadership, because leadership is the genuine as is about power and control on resources; and leadership responsibility is very important when it comes to make decisions about on task in hand or team (Brown *et al,* 2005: 117-134).

2.2 TYPES OF LEADERSHIP

2.2.1 Transactional leadership

The theory of transactions leadership is argued as the transactional or exchanges of ideas between the leader and its followers (Sudha *et al*. 2016: 111-120). It is suggested that the working relationship of transactional leader works better where the leader issues the work employees, praises or criticises employees and rewards or punishes employees, Transactional leadership is explained by Somer Faruk İscana, Goknur Ersarıb, Atılhan Naktiyok, (2014, 881-889) as the relationship exchange between the leader and followers, it is where the leader builds the relationship and trust with the followers, the leader will finish the task on time with

assistance of followers and the will be a rewards after the task is completed for the followers. Transactional leaders their key focus exchange is resources (Sinclair, Harper and Segrave, 2014, 34). Transactional leadership style is less effective than transformational leadership style (Sudha *et al.* 2016: 111-120). According to Charles Schwepker Jr and David Good, (2010, 301) they articulated that transactional leaders in order for them to achieve their goals, they have contingent rewards and punishment behaviour for their followers or subordinates. Transactional leadership is seemed as the exchange relationship amongst leaders and followers and is based on contingent rewards (Omar Faruk et al. 2014; 881-889). Although that the transformational leaders mentors and motivates followers to be more productive than expected by doing so you making the followers to believe in vision and mission of the organisation (Sudha et al, 2016: 111-120). They set clear objectives for their followers or subordinates that goes along with punishment of reward, which is set to promote or encourage compliance (Geier, 2016: 234-247).

2.2.2 Transformational leaders

These are leaders who are positively foreseeing the future of the organisation. These are kinds of leaders who contributing to the growth and improvement of employees self-confidence and personal growth, they help their employees to realize their true ability and potentials in life. They transfer all this positivity through their employees while they also achievable mission and vision of the organisation. Transformational leaders are known by achieving better and higher results compare to other leadership styles (Geier, 2016: 234-247). They are associated with positive connation whereby their behaviour amplify as motivation and emotional connect to the followers (Sudha *et al.* 2016: 111-120). Transformational leadership style focusing on positive results and it emphasis to success, as it derives from the point of educational challenge (Litz and Scott, 2016: 1-22). Athalye, (2010, 2), stated that transformational leadership is a process where the leader and followers meet each other advance to higher levels of morale, respect and motivation. Athalye, (2010, 2) said that leader transformational it can be measured on how he or she influence followers. Such leader provides to his or her followers trust, make them feel safe, admiration, loyalty, motivated and respect. Transformational leader transforms by bringing charisma and motivates followers by sharing the intellectual arousal and he or she provides individual consideration to his or her followers (Geier, 2016: 234-247).

Transformational leaders are seemed as they are focusing on essential needs for an organisation on offering on short term goals, solutions and they mostly focuses on higher order, (Sinclair, Harper and Segrave, 2014, 34). The difference between transformational and transactional leadership is clarified on terms of what the leaders and followers offers to one another for their benefits (Sinclair, Harper and Segrave, 2014, 34). Transformational leaders because they are role models to the followers, they play a huge role when it comes to motivating, inspiring, bring charisma to the followers and they are trusted (Geier, 2016: 234-247). These kinds of leaders are positively envision and setting the future scenario for their organisation by engaging and primarily improving employees self-confident and belief by helping them to realise their potential Faruk *et al*. 2014; 881-889). İscana, Goknur Ersarıb, Naktiyok, (2014 881-889). These kind leaders are who transform, elevate and broaden the capacity and interests of their followers to believe in mission and vision of organisation; they work along with employees to achieve the organisation goals, (Nielsen et al, 2009:1236-1244).

Such leader provides to his or her followers trust, make them feel safe, admiration, loyalty, motivated and respect (Faruk *et al.* 2014; 881-889). Transformational leader transforms by bringing charisma and motivates followers by sharing the intellectual arousal and he or she provides individual consideration to his or her followers Faruk et al. 2014; 881-889). Athalye, (2010, 2), stated that transformational leadership is a process where the leader and followers meet each other advance to higher levels of morale, respect and motivation. Athalye, (2010, 2) said that leader transformational it can be measured on how he or she influence followers.

2.2.3 Laissez-Faire leaders

It is to avoid decision making and abdicates responsibilities, (Abdul and Husnain 2012: 258-264). Laissez fair leaders give employees more time and power to make their own decision, leaders has less responsibility and influence on the decision making, these employees are extremely skilful, experience and educated, they have high quality work ethics (Muhammad 2015: 87-92). Transformational leadership style and Transactional leadership style are more effective than laissez-fair leadership style as it shares negative impact (Sudha *et al*. 2016: 111-120). This kind of leadership provides the followers with the autonomy, These leaders approach on leadership it may be perceived as the as empowerment and can be seen as avoiding

responsibilities or not providing clear guidance to their followers, as this style provide the followers with the full responsibility of managing task handed to them (Sut, Steffen 2015: 1-27).

According to Abdul and Husnain (2012: 258-264) it is to shift responsibilities and making decisions. The employees in this kind of leadership are trustworthy and experienced Laissez fair leaders give employees more time and power to make their own decision, leaders has less responsibility and influence on the decision making, these employees are extremely skilful, experience and educated, they have high quality work ethics (Muhammad 2015: 87-92). These kind of leadership are also abandon their responsibilities and avoid making decision, they give their followers more responsibility when it comes to decision making (Sudha *et al.* 2016: 111-120). According to Jowah (2016: 10-17) this leader gives their followers freedom to decide; they support and interference when needed. Mostly they do all of this because of their laziness or not want to make mistake and dodge the bullet by shifting responsibilities; sometime these kind of leaders they don't know the job requirement and chose to delegate those responsibilities to their team members. Laissez fair leaders give employees more time and power to make their own decision, leaders has less responsibility and influence on the decision making, these employees are extremely skilful, experience and educated, they have high quality work ethics (Muhammad 2015: 87-92).

2.2.4 Autocratic leaders

This kind of leadership is mostly determined as the classic approach of leadership, it is where the leader still retain the much high power in decision making authority (Muhammad 2015: 87-92). Autocratic leadership have a potential of negative impact and positive impact on team climate and team outcome when combined with centralization of control (De Hoogh *et al* 2015, 687-701) According to Muhammad (2015: 87-92) autocratic leaders rely threats and punishment in order to make their employees work, they do not trust their employees, they don't take inputs, ideas or advice from employees. Advantages of autocratic leaders are that they have good to control, they enforce discipline, and they have less discussion and make decision quick (Muhammad 2015: 87-92). Disadvantages of autocratic leadership style is that, there's no trust between leader and employees, less or no confidence to the

employees, there's no freedom of choice, all things are address in a uniform way (Muhammad 2015: 87-92). Autocratic leader may affect the followers negatively by limiting their control over group decision.

2.2.5 Authentic Leadership

Authentic leadership is a process that meant to combine positive leader abilities and capabilities in a highly developed organisation; this leadership process is positively influences self-awareness, self-belief, human well-being and to be self-regulated; that will help a human being to be stimulated positively and have self-development (Ilies 2005, 373-394). Authentic leaders are individuals who work beyond their means, authenticity and ability of the leader to incorporate authentic relations with followers and associated (Gardner 2005: 343-372). According to Avolio (2005:315-338) these individuals who are tuned to be in their basic nature to be clear and accurate to ensure they see themselves and their lives whenever they are working, leading or following; in fully personal capacity you can be expected to make more responsible and sound personal and leadership choices. Authentic leadership is a process that mixes positive leaders that have fresh and original solution and ideas, they have capacity and they are able to work in highly developed organizational context, these are kind of leaders who have deep sense of purpose and true core values. Authentic leaders are genuine, they do not fake leadership, they do not pretend because they are in leadership position of the leader, they also not focusing on developing the image or persona (Shamir, Eilam, 2005, 395-417). These leaders has no charisma, they are for developing and motivate employees for creating a genuine value for clients, (Ilies 2005, 373-394). According to Gardner (2005: 343-372) it can be understand as individuals who have personal experiences, thoughts, need, emotions, preferences, wants, or beliefs processed to by injection of knowing themselves. For being an authentic leader you must be able to achieve the authenticity into you, through self-acceptance, self-awareness, authentic action and relationship.

Authentic leaders are reflected, they cannot be proved either validated, they are arbitrary (Shamir, Eilam, 2005, 395-417). By saying that authentic leaders are unique does not mean that they are unique form each other in their personality traits (Shamir,Eilam, 2005, 395-417). Authentic leaders and authentic followers they both have a development that is focused on the authenticity and the process in where the authentic leader make the contribution to self-realisation well-being of leaders and

followers (Avolio 2005:315-338) authentic leadership is emerged with fields such as sociology and education. The authentic leaders are true to themselves and always have a positive behaviour to develop and transform leaders and themselves (Ilies 2005, 373-394). According to Jowah L (2016: 10-17) these leaders decided on most issues without consulting with their teams; their type of style is very is mostly relevant especially when the decision is required immediately and require minimal input from the followers/ team and sometimes when decision require a successful implementation of the tasks. Authentic leaders actions is based on their convictions and values (Shamir, Eilam, 2005, 395-417). According to Gardner (2005: 343-372), these are authentic leadership developments:

- Antecedents to authentic leadership development
    - Personal history
    - Trigger events
- Leader self-awareness
    - Values
    - Identity
    - Emotions

According to (Shamir, Eilam, 2005, 395-417) the development of authentic leaders is here as follow:

- To identify leader as the principal component of individual self-concept
- To develop the self-concept clarity and self-knowledge, including clear understanding on convictions and values.
- The leader will develop goals and objectives that will agree constantly with the self-concept.
- The leader will increase self-expression behaviour between leadership behaviour and leader self-concept

According to Avolio (2005:315-338) authentic leader has four elements of authenticity namely:

- Self-awareness,
- Unbiased processing,
- Relational authenticity, and
- Authentic behaviour or action

According to Ilies (2005, 373-394) the authentic leader is:

- Confident,
- Optimistic/ positive,
- Resilient,
- Moral/ ethical,
- Future orientated, and
- Provides priority to developing associates to be leaders

2.2.6 Shared Leadership

It is defined as where people who work in the same organisation are leading one another to achieve different goals that are beneficial for the organisation (Craig, Charles & Manz 2009). It is also defining by Barnett (2006: 334-351) as an interactive way of which the objective is the individuals to lead one another in order to achieve the organisational goals and objectives. Shared leadership is recognized as positively to group's outcomes (Barnett. 2006: 334-351).

2.2.7 Democratic leadership

According to Jowah (2016: 10-17) there are different type of democratic leadership and they committed to work along with their team members when they are making decision; for democratic leadership style it is very important for all team member to agree when need to take decisions. The disadvantages of democratic leadership style is when there are no clear decisions to take and to agreed and work with and have differing perspectives of the decision and the idea in hand.

2.2.8 Ethical leadership

Transformational leaders are ethical leaders, they have the ability to inspire their followers and align them with organisational goal, and they improve their value and provide them with the moral importance (Brown, 2005: 117-134). The researcher said the word or term ethics or ethical always goes together with principles of code of conduct (Nite 2015: 1-20). The ethics has been described in four dimensions of transformational leadership namely:

- To be inspirational motivation,
- To idealized influence,
- To individualized consideration, and
- To stimulate intellectual

These dimensions were mean for idealizing and influence the followers to have ethical behaviour in which that make the leaders be transformational (Brown 2005: 117-134). Ethical leadership is defined as the way of following and accepting conduct within the jurisdiction of the scope of work and the characters that you working with (Nite 2015: 1-20). According to Brown (2005: 117-134) ethical leaders dimension of leadership it has been entrenched within the transformational leadership paradigm and transforming leaders inspire their followers by aligning them with their followers value systems toward important organizational moral principles. According to Marshall (2005 135-151) leadership ethical behaviour is the necessity for the organizational growth and prosperity and beneficial for the condition of the establishment. Leadership of organizations is obliged to always set a moral example for their organizational members and stakeholder anytime, leadership style of the leaders may affect organization values and beliefs.

2.2.9 Authentic followership

According to Gardner (2005: 343-372) authentic followers the essential component and it is importance for authentic leadership development. Authentic follower develop a largely support for authentic leaders. Authentic followership's are developed by authentic leaders. Authentic leaders support the authentic followers to have to have positive self-awareness and self-regulation leading for them to produce positive outcomes. The authentic leaders show directions to the followers as the followers trust what their leader is doing. Followership development process is intended to be important part for the authentic leadership development as it is the intended product.

2.3 FOLLOWERSHIP

Followership's are individual who give it all to ensure that their organisation goals are met through their willingness of expressing their opinions towards the organisation mission, vision and goals (Kim and Schachter 2015: 436-457). Followers are employees/ subordinates who hay less power, authority, who cannot set goals either direction for the organization and who has no influence to the organization than their superior who is usually who is usually leading them (Gill 2008: 1). There are many followers than leaders and even leaders in other companies are followers, (Collinson, 2006: 179-189) According to Abdul & Husnain (2012: 258-264) Followership is associated with leadership behaviour as it is focusing on job satisfaction and

motivation towards the effort provided. Follower attitude can either have positive or negative impact on perception of the leader (Carstel 2010: 543-562). The suggestion that the leader put across is leaders must suggests different levels of motivation, skills development, motivators, support, values and attitudes implying therefore that followers will follow leaders for different reasons. Figure 1 below demonstrates these contingencies plans for leaders to followers (McShane & Von, 2009:235), the followers/ employees contingency plan provides the skills that are needed by followers. These skills many also impact to levels of self-confidence and assist to certain leadership styles. According to Jowah (2013: 708-719), he illustrated the different of leaders' behaviour pattern by demonstrating different leader skills that that followers have in their capacity.

2.4 FOUR FACTORS OF TRANSFORMATIONAL LEADERSHIP (KNOWN AS 4 I'S)

2.4.1 Idealized: these are kin of leaders that are exemplary role models for colleagues, they influence and they can be trusted and respected by associates to make good decisions for the organisation, (Athalye 2010, 3). These kind of leaders are leading by example, they give direction for their followers or subordinates (T Keller 1999, 589-607) .

2.4.2 Individualized: this is when the transformational leader show true concern for the needs, preferences and feelings of his or her followers (Athalye 2010, 3). This kind ok the leader provide personal attention to each and every follower this way it brings out best efforts from the followers, and it help when it comes to the developing leadership from the potential followers.

2.4.3 Inspirational: According to Athalye (2010, 3) motivation is one of the key degree in which most leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand.

2.4.4 Intellectual Stimulation: Athalye (2010, 3), it is the where the leaders' challenges expectations of the followers, takes risks and to use the ideas of the followers for solving the problem of coming with new ways of doing things. These leaders enjoy cultivating, motivating, stimulating, grooming and encouraging creativity and challenging their followers to do more.

2.5. PERSONALITY TRAITS OF LEADERS

Everybody is unique and some are extraverted while others are introverted, but everyone has their own traits and has different personalities, people are not exactly alike they are different somewhere somehow. Covey (2004:29). Personality is best well-defined as a mix of traits that differentiate individual's behaviour, in which that there are different types of personality profiles that assist one another to determine own personalities (Lussier and Achua, 2001:18).

2.6 FIVE MODEL OF PERSONALITY TRAITS

Surgency: these traits includes leadership and extraversion traits. People strong in surgency like to lead and want to be in charge.

Agreeableness: includes traits related to getting along with people. People strong in this area are typically characterized as warm, easy-going, compassionate, friendly, and sociable. Surgency Agreeableness Adjustment Conscientiousness Openness to Experience 30

Adjustment: includes traits related to emotional stability. People strong in adjustment are characterized as being good under pressure, having self-control, being calm, secure, and positive.

Conscientiousness: includes traits related to achievement. People that are conscientiousness are hardworking, go beyond the call of duty, and have a strong desire to achieve success.

Openness to Experience: includes traits related to being willing to change and try new things. These individuals are risk takers free thinkers, and creative.

2.7 CONCLUSION

This chapter has provided argument on the definition and explanation of leadership, transformational leadership style and transactional leadership style, followership, laissez-faire leadership style. On this chapter we defined, distinguish and provided well studied information and factual on leadership styles. We discussed the different characteristics of leadership and leadership styles. This study comes with different concepts of leadership and providing evidence of why a project manager should be able to motivate and influence his or her team. As the project managers you must believe in your team and you must be to influence them and be able to push them to any limits. You project team in which are your followers must believe in you and be able to prove them over and over again.

Transformational leadership is one of the best leadership styles that all Projects manager may use all the time, it gave leaders the opportunity to transform his or her followers to become better leaders, so as on project management your team must believe in you and trust you all the time. The project team perform to their best once they trust and believe to their project manager. Transformation leadership is not self-cantered character.

In all these type of leadership all have their advantage and disadvantage, so leaders may groom the followers for better and other may affect followers negatively, followers may mature slowly and they may have less confidant when handling situation or task in hand. As the leaders you have to be trusted by your subordinates or followers so you have to lead by example. The main purpose of this chapter was aimed to find the relationship and different factors of these leadership styles, in which all researchers were articulating all advantages and disadvantages of leadership styles. I can positively say that the transformational leadership style have the positive effect and impact on the organizational performance and it is effective way beyond transactional leadership and laissez-Faire leaders. Transformational leadership style helps and uplifts the organisation and innovations. All in all transactional leadership does not have positive effect to employees at all, and it doesn’t care about the m also. Transformational leadership has positive impact in the organisation performance and people development that transactional leadership.

CHAPTER 3-

CONTRASTING TASK FOCUS AND PEOPLE FOCUS LEADERSHIP STYLE

3.1 INTRODUCTION

The project manager has an important task of doing whatever it takes to make sure that the project is delivered successfully and on time within the budget and scope of work (Alotaibi, 2016; 93-97). The most common problem the complicates most project managers in project management space for large organisations, is project manager is affected by the authority gap in those organisation so that it has less power or authority to lead/ manage employees (Jowah ,2016; 10-17). The role that is played by the project team is the critical role played by the project leader as well as the leadership styles become critical success factors (Prabhakar, 2005:53). These allegations seem to highlight the essential nature of the project manager in the execution of the project (Alotaibi, 2016; 93-97). Skipper and Bell (2006: 75) agreed that leadership is one of key important factors in engineering and construction projects. The position of a project leader and its strength influences the stakeholders and the project team to cooperate in the implementation of the project under the leadership of that particular project manager (Jowah, 2013; 708-719). The full potential strength and powers of the project leader is decided firmly by the project team or peers and how they are all prepared and ready to work with him or her (Extracted from Nauman and Khan, 2009: 1-14).

According to Jowah (2013; 708-719) managers have subordinates and leaders have followers he said that the power of the leader is directly proportional to the strength of the relationship with the followers as the manager is directly focusing on getting the job done. Burke (2010:16-26) key tools or asserts for project manager in order for his or her project to succeed are both people and activities. Many companies are making great use of project management principles and methodology; it is important to them to accomplish all work in a successfully manner. According to Lundin and Sȍderholm (2008: 404) saying that projects are unique events even though they may found part of a coherent programme of isolated projects. According to Nicholas (2004:10) a project is an accomplishment of the customer's needs in and it is within customer's scope of work, budget, schedule and performance requirements; the budget of the project is determined on the scope of work that needs to be done, the project schedule includes the project timeframe as well as the planned end date; the project performance requirements stipulate on what activities needs to be completed in order

to reach the successful result. Management is the process of openness, guidance, listening, providing and eliciting commitments (Howell 2006: 20). Strang, (2007: 425). Managing of people and leading people and managing projects to the great satisfaction of the of all stakeholders, the project team and stakeholders are generally require interpersonal ability from project manager and its team, technical and soft skills competencies from project team, and a cognitive aptitude, with capability of understanding the job in hand; project manager must dynamically integrate appropriate leadership behaviours. According to Yang (2010: 258) some of project managers develop and derive a particular leadership style in aim to achieve the goals of a project; other project managers are examining teamwork for ways to improve the success of project. According to Judge and Piccolo (2004: 755) transactional leaders clarifies their expectations to the followers and establishes the rewards for meeting these expectations; whereas Transformational leadership proven to be more liked and they are in demand than transactional leadership as they focus on human development and human upliftment.

Projects manager must change and their leadership styles, managing skills will be to manage new development projects; Scott-Young and Samson (2007: 749) said people management factors drives and enhance project success. Jiang, et al as cited by Wang (2004: 173) it is generally recognized that most of technical employees are lacking when it comes to leadership skills and soft skill especially when they will manage people/ project team. Yukl as cited by Hyvàri (2005: 218) states that leadership is a process of influencing followers so they can understand and agree with what needs to be accomplished; and the job in hand is done effectively and efficient. Hyvàri (2005: 218) had defined leadership as the involvement of social influence where the key intention is to influence an individual so that he/she can sell the idea over other people in an attempt to ensure that they all buy in on your goals and objectives of the project in hand; the key need for completing a project excellent leadership skills are required. According to Turner and Lloyd-Walker (2008: 39-47) leadership in project management it requires emotional, a cross-cultural and interpersonal skills to interrelate effectively with different constituencies who may have a stake in solving diverse the challenges in project management. Turner and Muller, as cited by Yang (2010: 258) said that many studies have revealed that the role of a project manager is serious for success of the project; they However said that the project success factors has are largely ignored

the impact of a project manager and that may affect leadership style and success of the project.

Hyvàri (2005: 218) conducted a research where he used open-ended questions to ask to his participants about the factors contribute towards to an effective and efficient project manager. The results of the study were: positive leadership contributed 76% to project success whereas poor leadership contributed 67% to projects failing. Key reasons for positive leadership to be greater that poor leadership, were communication, motivating, guiding, leading, providing directions and being firm to the followers. Judge and Piccolo (2004: 755) stated that charismatic leaders display principle, take positions, and appeal to followers on an emotional and personal level. (2004: 755) Mùller and Turner (2010: 308) said that there is a good relationship between the project manager's personality and project success, without those two personalities in depth the project may fail. A best way to identify all personal characteristics is to meet the requirement of the management position by profiling the personalities of successful managers in that profile of a managerial position (Mùller and Turner, 2009: 437). According to Wang, *et al, (*2004:174) project team members identify the personal level of the manager with the purposes of project, goals and objectives of the collective as a whole; therefore they will feel more to team commitment and cohesiveness, in which it improves subsequent performance within the project team. According to Judge and Piccolo, (2004: 755) Transformational leaders are often called charismatic leaders; Transformational leadership offer resolution that excel in short-term goals and focusing on higher order intrinsic needs. Transactional leaders contrast and focus on the proper exchange of resources; so they are rewarding when it comes to team performance (Judge and Piccolo, 2004: 755). According to Keller (2006: 203) leaders can be transactional, transformational, both or neither. According to Bass, *et al,* (2003: 207) the components of transactional leadership and transformational leadership are being identified in many ways namely:

- Through the use of factor analyses,
- Observations,
- Interviews, and
- Descriptions of a follower's ideal leader.

According to Bass as cited by Bono and Judge (2004: 901) he said transactional leadership behaviors is aimed to monitoring and controlling followers through rational and, or economic means, contingency rewards to the followers is refers to leadership

focusing on exchange of resources after completing the task; transactional leaders provide intangible support and resources to their followers in exchange for their work efforts and performance.

3.2 DEFINITION OF PEOPLE FOCUSED AND TASK FOCUSED LEADERSHIP

Turner and Müller (2005; 49-61) assumed and agree that there are two types of leadership style, and those are task-focused and people-focused leadership styles. Burke (2010:16-26) in project implementation process factors that plays a critical role in the phase are project resources, in which the can be divided into human resource (employees) material, finance and equipment. Turner and Müller (2005; 49-61) in all these resources, the important resource is the human resource, since projects are executed by people, conceptualised by people, for the benefit of people. Followership is critical when it comes to project executive as the project depended on human resource for it to start. The most important role of the project manager would be to project plan, project organising, project controlling and project leading (Alotaibi, 2016; 93-97). Project leading involves human resource who themselves implements the project, therefore this makes the process of implementation to focus on the resources (employees) that converts the rest of the other resources into a finished project. Tabernero, Chambel, Curral and Arana (2009: 1391-1404) agreed with the thought and paraphrased the two prominent leadership styles by Bass as;

- **Initiating structure**: this is task-oriented leadership – it focusing mostly on when the leader sets- team roles and responsibilities set up communication systems and hierarchy and they puts most of their focus on achieving project targets on cost, scope and time.
- **Consideration structure:** this one is relationship-oriented leadership style – on this one the leader injects more focus and his or her attention on the welfare of the project team, the project leader supports the project team and shows appreciation and support to people who his/she working with.

3.3 CONTRASTING PEOPLE FOCUSED AND TASK FOCUSED LEADERSHIP

Human resource are the one that can make or break the project, so if the leader provides more focus and attention for his/her followers the are high chances of the project success, these kinds of leadership styles were also seemed to be most used by leaders and project leaders (Molero *et al.,* 2007: 358-368). Mehmood and Arif,

(2011: 236) has defined this leadership style as the ability to influence others to do the entire given task willingly and with the same mind of success and finish all task on time and on target (Hur, 2008: 359). In these days most companies are adopting the motion of moving towards projects organizations by running their daily operations as projects, in which makes it more important to do a study in effective project management (Nauman and Khan, 2009: 1-14). Most companies are now looking for project managers who have good leadership skills and would be able to deal with many problems encountered in projects (Gudarzi & Chegin, 2011: 967)**.** Leadership is the most crucial and important subject for a project manager, manager and project team leader have to assume that leadership is one of their key function in managing of projects (Jayasingam & Cheng, 20009: 54).

According to Battilana, Gilartin, Sengul, Pache and Alexander, (2010: 423) task-oriented skills are skills that are related to organizational development structure, organizational design, and organizational control, and they are establishing routines that attain organizational goals and objectives. All of these architectural functions are very important for achieving organizational goals, but they made for developing change initiatives in organizations Yukl, (2006: 98). People- oriented interpersonal skills are important to planned and stable organizational change implementation because they dive leaders an open platform to lead, motivate, control and direct followers (Chemers, 2001; van Knippenberg & Hogg, 2003; Yukl, 2006). According to Keller (2006: 202-210) in recent empirical research study it illustrations that the task and or people-oriented behaviors model arte remains as powerful models to analyze leadership effectiveness. In order for the project management to be effective he/she requires a combine technical competency so called task-oriented leadership skill with the ability to develop improve that role and after display leadership so called (people-orientated) (Hyvàri, 2005: 216). According to Wang and Huang, (2005: 253) the factors are sometimes used to measure project success as well of task-oriented leader and People-oriented leader are shown Table 1 (Wang and Huang, 2005: 253).

Table 3.1 Comparison of task oriented and people oriented leadership

Task-Oriented leader	People-Oriented leader
They emphasis on work progress and facilitation	They emphasis on interaction facilitation with their followers
They focus on work structures, roles, responsibilities and tasks	They mostly focus on relationships, innovative, well-being and motivation
Their aim is to produce desired results and the take work as a priority	They always foster positive relationships as a priority to their followers
They emphasis on goal-setting and they have clear plan to achieve planned goals	They emphasis on team members to always communicate with one another
They strictly use the schedules and step-by-step plans when implementing, and they use punishment/incentive system	To them communication facilitation, informal interactions and frequently team meetings is the key and the must do

(Wang and Huang, 2005: 253).

Andreescu & Vito (2010: 567–583) Motivating and influencing leadership and followers is important and came with the suggestion that says effective leaders have the following traits:

- The leaders have the ability to motivate and influence their followers to do their best with what they have.
- Leaders have the ability to persuade their followers to work extra and beyond the minimum work expectations.
- Leaders have the ability to stimulate and to inspire their followers to contribute voluntarily towards a common vision, mission and goal.
- The leader must have an ability to groom and making positive impact to the lives of followers by provide guidance.

However, Holmes and Marra (2004: 440) have argued that some leaders go beyond their behavioural strategies in for the reason of influencing others, the leader must lead by example. Communications skills determine the effectiveness of a leader in order to achieve desired results of the project. Holmes & Marra (2004: 440) also

elaborated that leadership style must be perceived as a process or an activity; therefore, project leadership should not be measured from the project outcomes point of view. People-oriented skills include behaviors and ability to promote collaborative interaction amongst the organization members, establish of supportive social climate, and it also promote management practices that guarantee equitable treatment of organization members (Yukl, 2006: 98).

According to Kasapoğlu (2011: 1153) the effectiveness of a great leader depends on provided personality traits of a leader and followers. Personality traits that are called "Big Five"; which are:

- Agreeableness – where the leader is kind, sympathise, caring, trusting, emotional, working harmoniously, empathic and good natured; they are trusting and trustworthy.

- Conscientiousness –they are reliable, trustworthy, orderly, matured, dependable, have high morals, self-disciplined, neat and well organized; they are generally ones who are goal-oriented and detail-oriented.

- Emotional Stability – their ability of being resilient and strong in the presence of pressure, anxiety and stress make them even stronger than other leaders; this encompasses leaders who are emotionally secure, calm, relaxed and have the ability to concur and manage every challenge.

- Extroversion – these are leaders are sociable, outgoing, making connections, making contact, well-known and talkative.

- Openness to Experience – these leaders is creative, innovative, curious, go-getter individuals, imaginative, and open to new learning.

According to Kasapoğlu (2011: 1153 the "Big five" personality traits differ from industry to industry. Skulmoski & Hartman (2009: 242 -249) also agreed and approved that the idea of leadership is not generic. Leadership style must be able to adapt and change depending on the project complexity and project team. Shenhar *et al*. (2005: 8 – 16) stating that; projects are unique and have temporarily endeavor in which they are different; one project managers cannot use the same tools for all projects and treat them as one size fits all approach.

According to Skulmoski & Hartman (2009: 242 -249) suggested that it will be ideal if the leadership style to change in all different project phases (Initiation, planning,

execution and close-out) as those phase focusing on different leadership styles. Skulmoski & Hartman (2009: 242 -249) discovered the following competencies that are needed to all project phases:

- Initiation – kick of meeting needs communication skills, person who is Vision oriented objectivity, person who has motivational skills, person who is politically minded and who is aware of what is happening around the globe and who is tact and vigilant.

- Planning – it's where the project manager need to take ownership of project tasks, where he/she hold project team accountable and allow them take ownership of their project tasks, it is a critical point in project, project manager must vision oriented, also need political awareness, diplomacy and excellent communication skills.

- Execution/ implementation – the project manager must be decisiveness, take ownership of all project tasks, be accountable for project success of failure, must have motivational skills, should be political sensitivity and diplomacy, be able to resolve conflicts all time even before the start.

- Closeout –a project manager must celebrate project achievement with his/her project team, must be able sharing the recognition and rewards for success with project team members, project manager must not be bias, project manager must be vision oriented, and be political aware.

Project team model is seemed to be the best model a project leader should utilised when managing the project, instead of using group or collection model as an effective model for the project team leader; the project leader must adopt roles of Initiator, Model, Negotiator, Listener and Coach stands for the team leader (Prabhakar 2008: 3 – 7). The leadership style that the project manager chooses to use will also be determined by the cultural diversity of the project and project team (Reilly & Karounos, 2009: 1-13). An effective leadership style may not be fully effective or ineffective in cultural grouping, as they are different and unique to one another it doesn't require a one fits all approach (Reilly & Karounos, 2009: 1-13). This assertion was fully supported by Wong and Heng (2007: 95–106) on their study of Western and Chinese project managers. A project manager will never succeed without properly studying of their project team's cultural diversity, especially if you are

dealing with completely foreign cultural environment and people (Reilly & Karounos, 2009: 1-13). There was a study by Taleghani, Salmani & Taatian (2010: 91-111), says that a kind of behaviour that could be considered as people-oriented in one culture might be perceived and treated as task-oriented in another culture. As Bodla and Hussain (2010: 73-81) said some scholars could assume that personality characteristics of followers are determining their preferred leadership style. They conducted a study a sample of 288 Pakistanis through questionnaires using the big five personality traits (Extraverts, Conscientiousness, Agreeableness, Emotionally stable, Intellect) plus honesty as the sixth traits. These traits were compared to the various leaders chosen leadership styles that are: human-oriented leadership, task-oriented leadership and charismatic leadership. Bodla and Hussain (2010: 78-81) also analyse Regression models which concluded the following on their study:

- Task –oriented leadership – This kind leadership style was preferred by people who showed personality traits of honestly, extraversion and agreeable.
- Human-oriented – This kind of leadership style was preferred by people who only showed the personality trait of agreeableness.

Curşeu (2011; 3-13) argued that; it depends on the leadership style of the manager for the project team to be motivated and productive. Curşeu (2011; 3-13) also stated putting more focus on the intra-group conflict as an important factor for the team leader to manager with relation to task (goal setting, planning, monitoring and coordination) and relationship (conflict management, affect management and motivation) styles of leadership. From the results Curşeu deduced that relations oriented leadership had a positive impact when it comes to establishment of good teamwork, committed and working environment. Relations-oriented leaders are seemed to be better at dealing with conflict resolution of relationship than task-oriented leaders. Curşeu conclude by saying relations oriented leaders are not as effective in high task conflict team, therefore conflict is relational, and relations oriented leadership would be more effective. Therefore if the conflict is task related, task oriented leadership would be more effective that relationship oriented leadership. Regarding to Curşeu (2011; 3-13), task oriented leadership will be more effective on task procedures than relations leadership, and relation oriented leadership is more appropriate for interaction procedures needs further empirical research.

Curşeu (2011; 3-13) also agreed that communication is the key common and most important variable in task orientated activities and relationship oriented activities. de Vries, Bakker-Pieper and Oostenveld (2010: 367–380) also concluded that communications is equal to leadership. They all carried out a study at the Dutch Ministry of Education and Science with a sample of 279 respondents. The Multiple regression of charismatic, human-oriented, and task-oriented leadership on leader's communication styles. Nauman and Khan (2009: 1-14) came with middle-of-the-road approach, their research findings suggest that both task-oriented and people-oriented leadership styles are equally and relevantly important when it comes to leadership. After studying a sample of 117 project management professionals that was conducted in Pakistan, Saudi Arabia, Australia, USA and Malaysia, Nauman and Khan (2009: 1-14) found that 98.3% of them were task-oriented and people-oriented. The model by Nauman and Khan suggest a few principles for effective project management. These principles are:

- To promote an inclusive decision making environment for all.
- There should be open communications for project information.
- Delegate some task and provide authority.
- Encourage and enforce good conflict resolution skills.
- Be a couch, mentor, and provide training to team members on new tasks.
- To evaluate, monitor and keep track of all task by level of their importance.
- Always subdivide large tasks into small manageable tasks.
- Be an example to your project team by always being on punctual and meeting deadlines.
- Give your team members some of the responsibilities so that they can also feel part of the project.

Anantatmula (2010: 13-22) is not agreeing that people-related management and leadership is the critical factor for project failure or success. Thamhain (2004: 533-564) agreed that people skills management and managing of conflict, and communication are important factors for project success. Anantatmula (2010: 13-22) found seven factors that are important for effective people-related leadership. All these factors are meant to create clarity in communication, to provide Communicate expectations, to define all roles and responsibilities, Employ consistent processes, to establish trust, to facilitate support, and manage outcomes.

CHAPTER 4 –

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

According to Welman, Kruger and Mitchell (2005:2) research is a process that involves the obtaining of scientific knowledge by means of various objective methods and procedures. Collis and Hussey (2009:3), defined research as a systematic, mathematical and methodical process that is used for gathering information with a view of increasing knowledge and finding solutions for particular problems and questions. Research process works within a framework of philosophical sets, namely; it uses methods that are being tested for validity and reliability, it attempts to be objective, fair and unbiased (Kumar 2005:14). The research process involves identifying of a problem, identifying the appropriateness of the information in relation to the problem at hand, analysis of the data collected, conversion of the data to information and the subsequent interpretation thereof (Maylor & Blackmon, 2005:5).

4.2 PROBLEM STATEMENT

The project environment is generally 'pressurised' because the project leaders need to deliver a complete project within the limits of the square root. The need therefore is to enable the practitioners to perform within those limits, and the question that arises is what is required that they should perform. Research consistently shows a high failure of project management even in the presence of appropriate and more efficient technology that is in use. This suggests therefore that beyond the tools and techniques there is an important factor necessary to enable efficient and effective execution of projects. The only common factor that has not changed with time is the human element of the project execution process. The human element involves the leader and the follower as components of project execution, and this is the only element that changes or responds according to circumstances. This element is reviewed within the context of the popular theories of leadership, namely; task focused and people focused. Cognizance is taken of the South African history of apartheid and the slave-driver mentality that was used to govern. Now, the workforce has become more diverse and productivity is expected to move fast to keep pace with service delivery requirements. In view of this, this research was conducted to measure the impact of people focused versus task focused leadership theories.

4.3 RESEARCH OBJECTIVES

There objectives for this research were clear from the beginning. Much work has been put on “teaching and developing” leaders and managers to be effective. Little focus is put on the followers and subordinates who are actually a critical part of the effectiveness of a leader / manager. The objectives of this survey are to;

- Measure the impact of people focus as a motivator for subordinate performance in this selected government department.
- Understand the thinking about the “being cared for” element of leaders on follower’s performance.

4.4 RESEARCH QUESTION(S)

Because the purpose for the study is clearly to understand the impact of “showing interest” on the subordinates, the question arises;

What is the impact of people focused leadership on employee performance?

4.5 RESEARCH DESIGN AND RESEARCH METHODOLOGY

Research design is the optical plan that is utilized to conduct a research study, Jowah (2015:45) concurs and makes reference to it as a road map to be followed during the process of investigating of the data and information needed to address the problem or question at hand. The research design proceeds the research methodology and influences the type of research methods appropriate if the road map is to be followed. The research methodology involves the tools and techniques which are used to collect and analyse data (Maylor and Blackmon 2005:55). As stated by Churchill (2002:144) in concurrence, research design is described as a framework or action plan that provides direction showing the steps and procedures to be followed during the investigation. The researcher assumes that the research design provides a complete guideline for data collection; the following include the essence of a research design (Panneerselvam 2004:12).

- Research approach selection;
- Sampling plan design;
- Experiment design; and
- The design of questionnaire.

According to Sekaran (2003:117-118) research design comprises of issues related to the decisions regarding the purpose and the aim of the study. Evidently this *encampuses* the kind of investigation, the setting of study, the degree of researcher interference and the level on which the data will be collected and analysed. Singh

and Nath (2007:160) assert that a good research design provides tangible information concerning the selection of the sample population and controls that should be imposed in the study. A combination of both qualitative and quantitative research design is used in this survey.

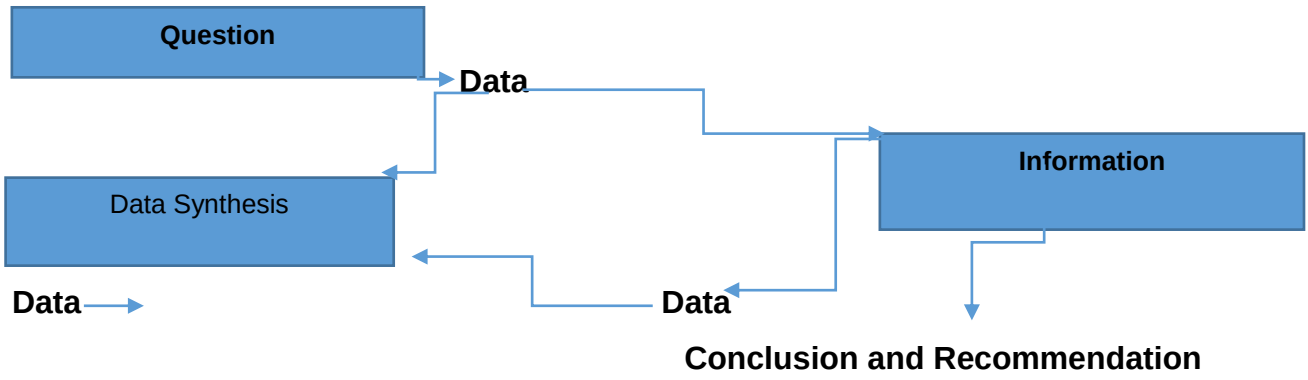
4.5.1 Theoretical aspects of research methodology

Research process works within a framework of philosophical sets and objectively uses methods ideal to test for validity and reliability of the instruments under use (Kumar 2005:14). Beyond being a process, Goddard and Melville (2007:1) posit that research is a process of answering unanswered questions or providing clarity on areas of uncertainty. Kothari (2005:10) summaries the importance of knowing and understanding research methodology and the ways in which research is conducted as listed below. The key aspects of understanding research methodology, the tools and the techniques are;

- Knowledge of research methodology brings complete training for all new researchers and enables them to do better when conducting research.
- Individuals seeking to make careers out of research need to acquire knowledge and skills on the application of research techniques.
- Good understanding of the tools, techniques and logic behind their use will develop the researcher's abilities to assess and use research results with confidence.
- The methodology assists in building the knowledge base for thinking and decision making to deal with finding appropriate solutions to researched problems.

According to Kumar (2008:5) research methodology is a way to methodically solve research problems; it may be understood as a science of studying how research is conducted scientifically. Bhattacharya (2006:6) states that unless research is understood in its spirit, it cannot be accepted with success. Figure 4.1 below shows a method that a researcher should follow when conducting research.

Figure 4.1: A model of research



Source: Badke (2004:6)

Figure 4.1 indicates that when a researcher is conducting research, the researcher must begin with a question; collect data; synthesize the data and analyse the data in light of the question. From that the researcher may therefore come up with valid and reliable conclusions about the findings (Badke, 2004:6) and make credible recommendations from the findings. The primary purpose of research is to provide answers to unanswered questions through the application of scientific data and information gathering processes.

4.5.2 Research strategy

Walsh and Wigens (2003:69) defined the research strategy as the general approach to the research investigation. A mixed research method is used (qualitative and quantitative) because the combination of the two is expected to bring the strengths of each method to provide the answers required. Therefore quantitative and qualitative methods are applied (Johnson and Onwuegbuzie (2004:14-15). Quantitative research methods emphasize production of exact and generalizable statistical research findings, and generally more appropriate to nomothetic aims (Rubin and Babbie, 2011:67). The qualitative methods measure the nondiscrete aspects of the research measuring largely (in this case) people's perceptions (Thomas, 2003:1).

4.5.3 Target population

The presence of the authority gap in embedded projects (projects in large corporations) and the complexity caused by the matrix structure are the issues at hand. Generally the project manager in such an environment works with people that he/she has no direct authority over since they are seconded to the project from functional organisations. The target population for this research is the subordinates

working with the project leader, namely; project administrators and team members working under the guidance of the project leader.

4.5.4 Sample, sample size and sampling methods

A sampling plan is an instrument has huge impact in costs and time on when the study is conducted and this must be selected with extreme care (Panneerselvam, 2004:12). Sample design is a fixed plan to get a sample from the sampling framework and it is determined before any research data is collected (Kothari, 2004:153). Sampling means selection of a part of a cluster or a total with the only aim of collecting complete information (Khan, 2008:75). Sampling is vital method of behavioral research; research work cannot be done without the use of sampling (Singh and Nath, 2007:160).

4.5.5 Sample size

Participants were chosen randomly in the different sections of the department dealing with projects in the province based in Cape Town. The department employs 210 people in the projects section excluding senior management, of this 50 participants ($^{1}/_{4}$) of the total population was randomly selected for the study. It was assumed that the larger the number (sample size) the more accurate the findings would be (Klenke; 2008:10). Measuring sample size requires a calculation of the variability of differences, and usually the standard variance or deviation need be expected in the population (Gerrish and Lacey, 2010:147).

4.5.6 Method of data collection

A structured questionnaire with both close-ended and open ended questions was used for the purpose. A pilot study was conducted earlier on the basis on which the questionnaire was reconstructed taking into consideration comments from people participating in the pre-survey. The research instrument (questionnaire) was sent to a statistician for professional input before it was administered on the sample population. Face to face interviews were used and this helped in producing 100% response rate as well as clarifying any aspects of the questions that might not have been clear to the prospective respondents. According to Cooper and Schindler, (2008:329) questionnaire is the most common data collection instrument used in

business research. Beri (2008:107) states that there are two types of structured questionnaires that are: disguised and non-disguised questionnaires.

4.5.7 Data/ Statistics analysis

The Statistical Program for Social Science [SPSS] was used to analyse the data that was collected, the program was chosen because it was considered user friendly and appropriate. The program assisted in compiling, analyzing, and examining the relationships (Babbie *et al*., 2001:583) of the collected data. Tables, pie charts and other illustrations are used herewith to show the relationships between the collected data. The data analysis is meant for investigate variables, effects, relationships and the patterns of involvement with the world (Welman, *et al*., 2005:211). According to Anderson *et al*., (2001:97) data must be analyzed in a way that ensures that the research questions and research hypotheses are addressed and the research/ study objectives are achieved.

4.5.8 Sampling bias

Sampling bias happens when some participants of the population are more likely to be involved in a sample than others (Sullivan, 2009:457). According to Johnson and Christensen (2012:217) bias sample is the sample that is analytically diverse from the population. Collis and Hussey (2009:209) state that when using a random sampling method, every participant of the population has a chance of being nominated. The use of random sampling assisted in cutting probable bias giving everyone in the organization equal opportunity to be selected.

4.5.9 Ethical consideration

The researcher respected the differences amongst people and strove at all times to protect people's dignity and privacy during the research process. No one was compelled to participate in the research against their will, every participant was given full details about the research and why it was being conducted. The researcher did everything possible to lift up ethical standards and no complaints were received after the survey.

4.5.10 Assumptions made

- All participants and respondents will be honest and not be biased and they will respond to the best of their understanding of the study/ research.
- All research/ study questions that are asked will not offend participant, respondents or anyone else and, are well understood, and they will be answered fairly by the respondents.
- There will be no limits or restrictions at any of project manager who are directly involved and thereby affected by the leadership of the project manager from where information and data are collected
- This study/ research will assist the author's workplace, as well as all project practitioners.

4.6 SCOPE AND LIMITATION OF THE STUDY

- The study was limited geographically for economic reasons, and had limited time to produce the report that had to be submitted.
- The research was restricted to approximately 210 people in the projects sections of a selected provincial government department (excluding the senior managers) and this may not be generalized to the entire province or country.

4.7 SUMMARY AND CONCLUSION

It is established in research that the design and methodologies used during these scientific investigations has a bearing on the validity of the findings. For this reason therefore much care was put on the development of the path (map) to be followed during the investigation. Jowah (2015:45) makes reference to the road map as answering the question – what is to be done? This therefore resulted in listing the activities that were to be followed in this survey. The research methodology would therefore be derived from the research design and seeks to answer the question – how is this to be done. The answer to this, in this survey, was "structured questionnaires were used" to collect the requisite data from which information was derived. The process followed sought to make the findings valid and reliable, thus good care was taken at all the stages in the design and all the processes in the methodology. It is concluded by the researcher that since the requirements were followed to the letter (scrupulously), that the findings can be generalized for that particular environment.

CHAPTER 5-
ANALYSIS OF COLLECTED DATA AND THE INTERPRETATION OF THE FINDINGS

5.1 INTRODUCTION TO CHAPTER

The fifth chapter describes and interprets the results emanating from the research as explained in the preceding chapter on Research Methodology. The tool that was used for gathering information was a structured questionnaire with closed questions (quantitative) and open ended questions (qualitative). The study sought to establish subordinates' perceptions about the impact of people-focused-leadership style on their loyalty to the leader. No direct questions were asked except to use the existing literature on the characteristics of people-focused leaders and measure these against the perceptions of the followers. The research questionnaire was divided into three sections, Section A dwelt on the biography of the respondents, Section B focused on their perceptions using a Likert scale, and the last section (Section C) was open ended questions to which the respondents had to respond. Babbie and Mouton (2001:411) posit that most data analysis today is conducted with the use of computers, since they are more advanced in counting and then human beings would otherwise do. Excel program was used to make the analysis and construct graphs, bar charts, pie charts and tables reported on below in the chapter. The sections below presents the data collected and the analysis of the data.

5.2 SECTION A – Biography

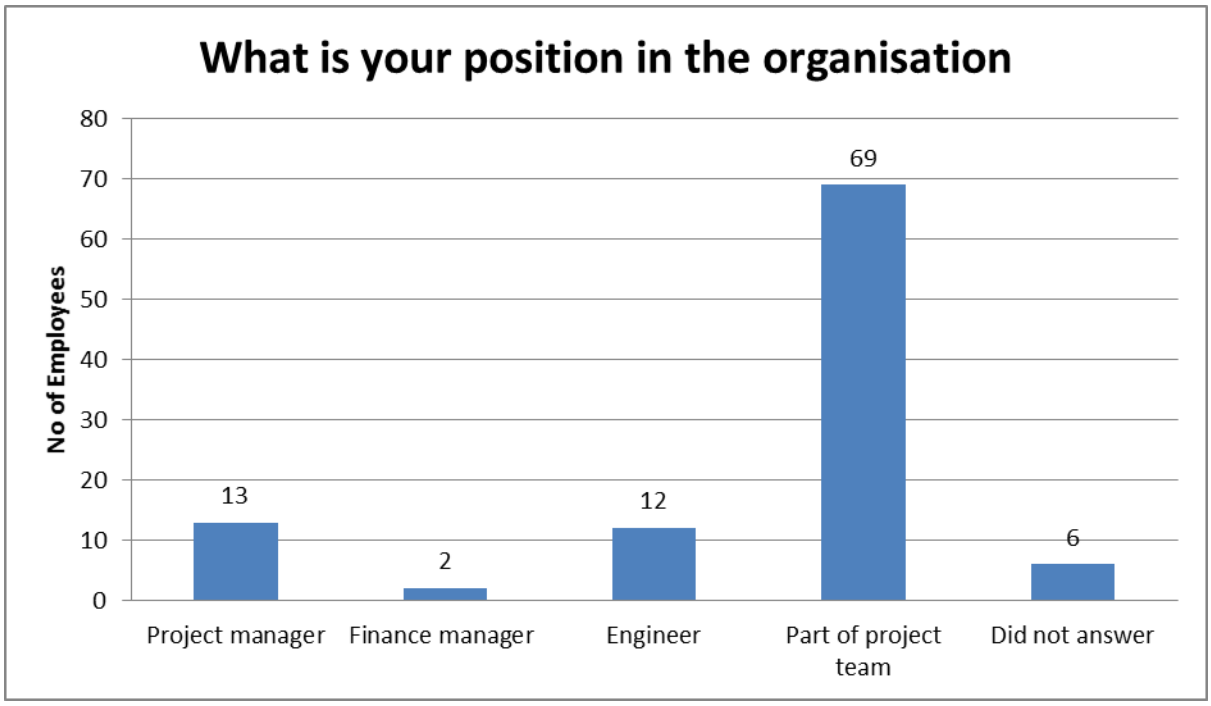
The reporting of the data follows a particular pattern where the question is asked with a brief note explaining the question, a response follows and this is supported by diagrams and or tables. The questions in the biographical section were intended to qualify the respondents for the survey since there was a specific target group for the research. Those that did not qualify had their questionnaires removed from the final list of the questionnaires that were eventually analysed. The response section used the graphs, tables, charts and other illustrations to express diagrammatically the views of the respondents in relation to particular questions or statements.

SECTION A BIOGRAPHY

Question 1 What is your position in the organisation? This question enabled the surveying team to identify those who qualified, anyone who reported to some one senior may have qualified.

Response; The respondents' questionnaires were screened and edited and only those that did not qualify [10 in all] were excluded and are therefore not reported on in the analysis that follows. Project managers, finance managers, engineers all qualified because each of them reported to some line manager somewhere in the hierarchy. The response is captured in figure 5.1 below. Some six (6 – 5.8% = 6%) respondents were classified as other but where part of the final count.

Figure 5.1 The demographics of the respondents



Source: results from this research

As illustrated above, 13 project managers (13%), 2 finance managers (2%), 12 engineers (12%), 69 project team members (67%) and 6 (6%) other responded to the survey in totaling of 102 participants. It was accepted that they had enough exposure to have enough experience to differentiate between people focus and "*relationship less*" leadership.

Question 2 How long have you been involved in projects at this level? The assumption made here was that the longer people are in a system the likely they are to differentiate systems that work and those that might not work. **Response;** Thus, this question was important to try and establish the extent to which the respondents have been exposed to two or more leadership characteristics. Years of experience help in assessing acceptability on non-thereof, of management styles by respondents. Table 5.1 below illustrates that the responses from the participants.

Table 5.1 Years of experience of respondents in projects

Years	Frequency
0-5	**31**
6-10	**37**
11-15	**21**
16+	**11**

Source; from survey

37 (37%) of the respondents had been in projects for a period between 6-10 years, long enough to had learnt a bit on management styles and their impact. There appears however to be a fairly new lot at 31 (31%) who are 5> meaning there is quite a bit still learning, but possibly with other expectations. Unfortunately the ages were not asked for as this would have helped to explain differences that might come because of age. 21 (21%) were in the 11-15 years' experience, which is long considering the size and possible influence they may have. Predictably the lowest is the 16 years plus with 11 (11%) respondents. Possibly mostly in middle management, but they still bring in a sizeable level of experience and influence.

Question 3 Are you involved in project team management?

Response; This sought to identify the levels at which the variable is experienced by the respondents, it is at this level also that the culture of the organisation is determined since the decision systems in the project a predominantly a responsibility of the team members at different levels. The responses are recorded below in figure 5.2

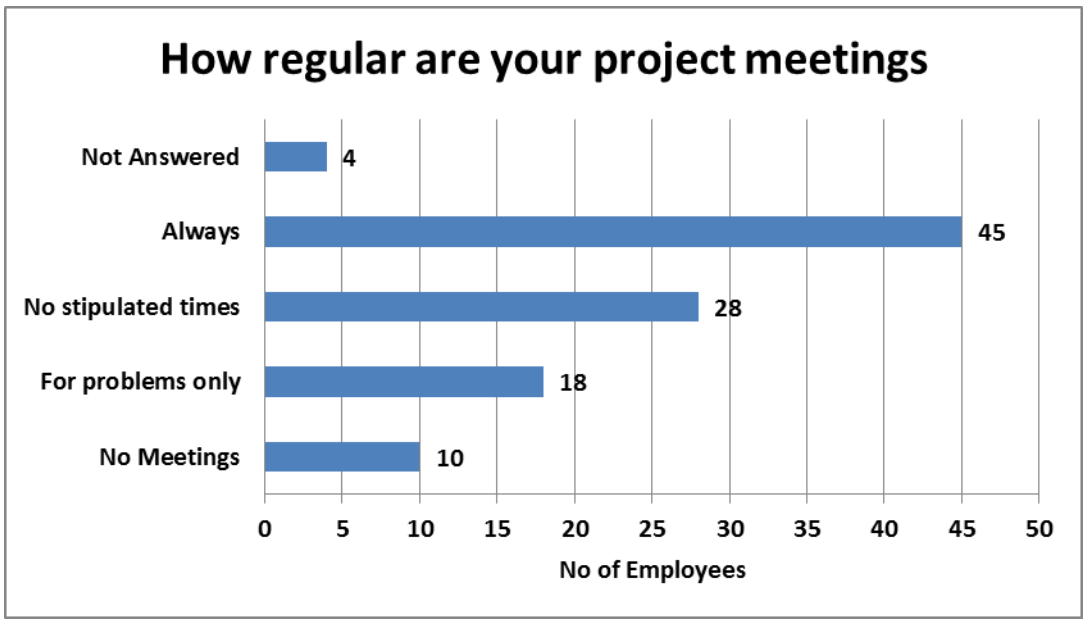
Figure 5.2 Respondents' extent of involvement in project meetings

Source: results from this research

As illustrated in the bar chart above (figure 5.2) 37 (36%) of the 102 respondents said that they sometimes (not always) take part in the project team meetings. The question did not specify which level the team meetings are held since all Work Breakdown Structures (WBS) have their own teams. This was followed in frequency by those that "always" attend project team meetings at 28 (27%). This may involve people involved in the 16 (16%) of these people attend these meetings fairly regularly. Both WBS teams as well as project level team meetings headed by the project manager. Of these 13 (13%) recorded that they never attend project team meetings, possibly at all levels in the organisation. There remains an 8% (8) that did not answer to this question. It is considered that there is a sizeable number of those in the system already that interact at different levels, enough to allow for a generalisation on any of the findings.

Question 4 How regular are your project meetings? Response; This question sought to find out how often the team meet, this helps the team to be aware where they are with a project and what need to be changed or need to be closed. The climate of operations and how to handle personnel is therefore clearly displayed in such meetings, possibly showing the different approaches to what management may consider effective leadership. The response to the regularity of the meetings is reported in figure 5.3 below.

Figure 5.3 The regular Project meetings



Source: results from this research

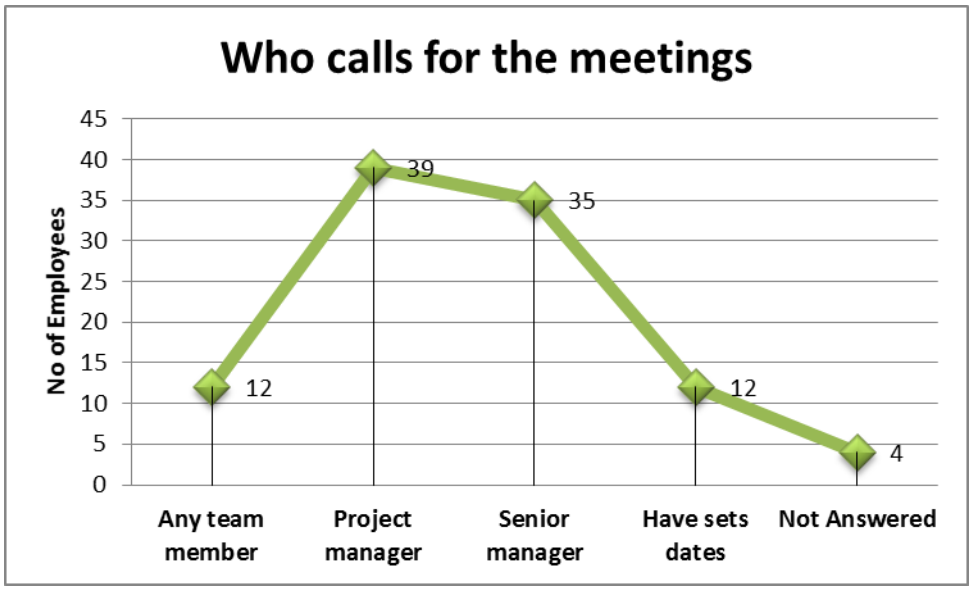
A small number of 4 people (4%) did not respond to this particular question, not clear why they did not. But a big number of 45 (43%) claim that the meetings are regular

thus suggesting that there may be stipulated times. In most projects (engineering projects specifically) progress meetings are held almost every week to update on schedules. This is followed by 28 (26%) of the respondents felt that there are no stipulated times. These may be involved in ad hoc meetings called to address issues as and when they arise. But 18 (17%) of the respondents specifically indicate that they hold meetings for "problem solving" purposes only, this leaves 10 (10%) of the respondents indicating that they never attend meetings.

Question 5 Who calls for the meeting?

Response; The nature of the meeting and what will be discussed there may have a lot to do with who actually summons people to a meeting. A regular meeting may have a known agenda, but irregular meetings may relate to intended "trouble shooting" This question sought to find out who is taking the responsibility about these meetings to happen, in other time project manager delegate that task to secretary or other project team member, some other project manager they want to be in charge for this task as they are the managers of those projects. The responses are included in figure 5.4

Figure 5.4 The responsibility of calling for meetings



Source: results from this research

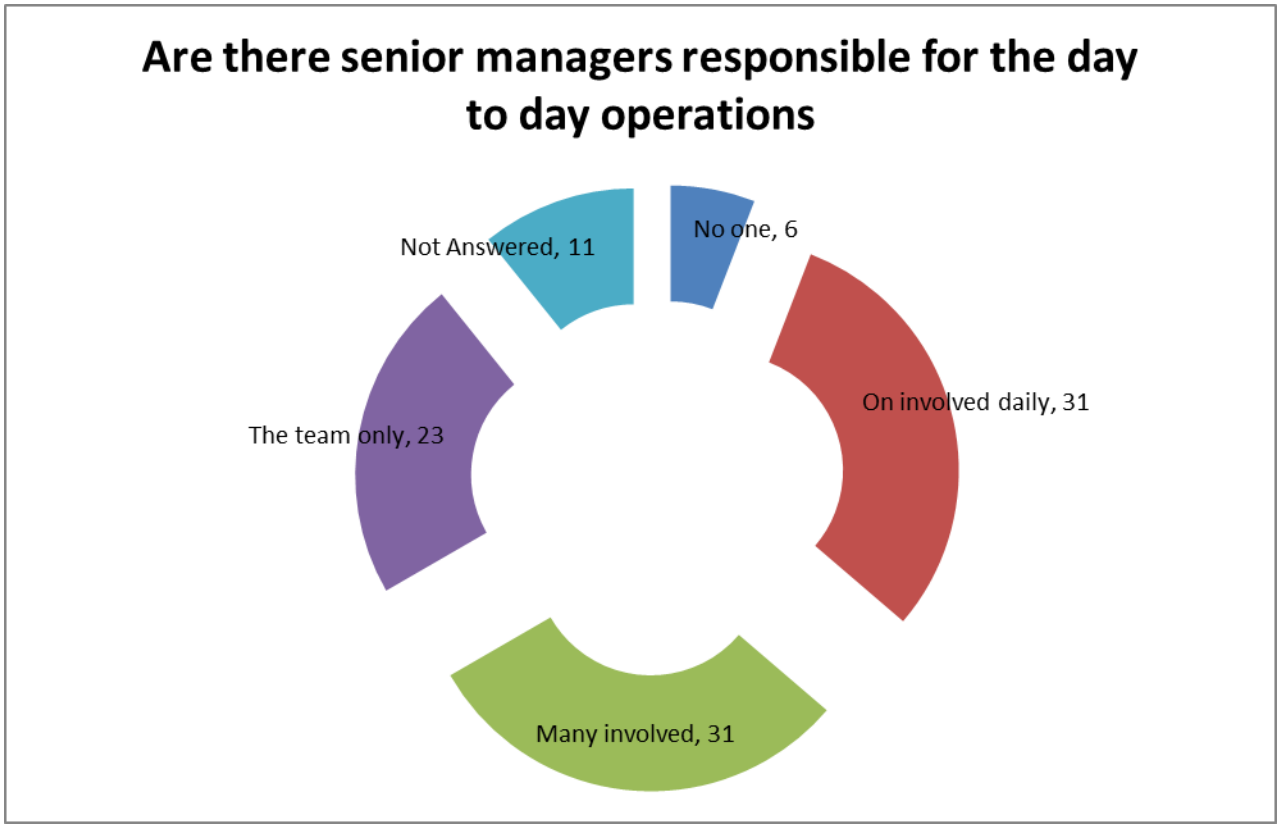
The least number comes from the 4 (4%) that did not answer to this question, with 12 (12%) suggesting that meetings have scheduled dates. This is equal to those suggesting that any team member 12 (12%) can call a meeting with 35 (34%) suggesting that senior managers are responsible for calling for meetings. There seems to be no clear understanding as to who calls the meetings, as evidenced by the 39 (38%) suggesting that project managers call for the meetings. Senior

managers have not been defined in terms of their levels, except no top managers in the organisation were targeted.

Question 6 Are there senior managers responsible for the day to day operations?

Response; This question sought to seek the involvement of senior managers on project execution, considering that they generally create the environment. Whatever personalities are found amongst the people are attributable to the management style and philosophies that dominate the organisation. Figure 5.5 below illustrates the responses from the participants, as they perceive the way senior management interacts and influences their day to day operations.

Figure 5.5 Participation of senior management in project operations

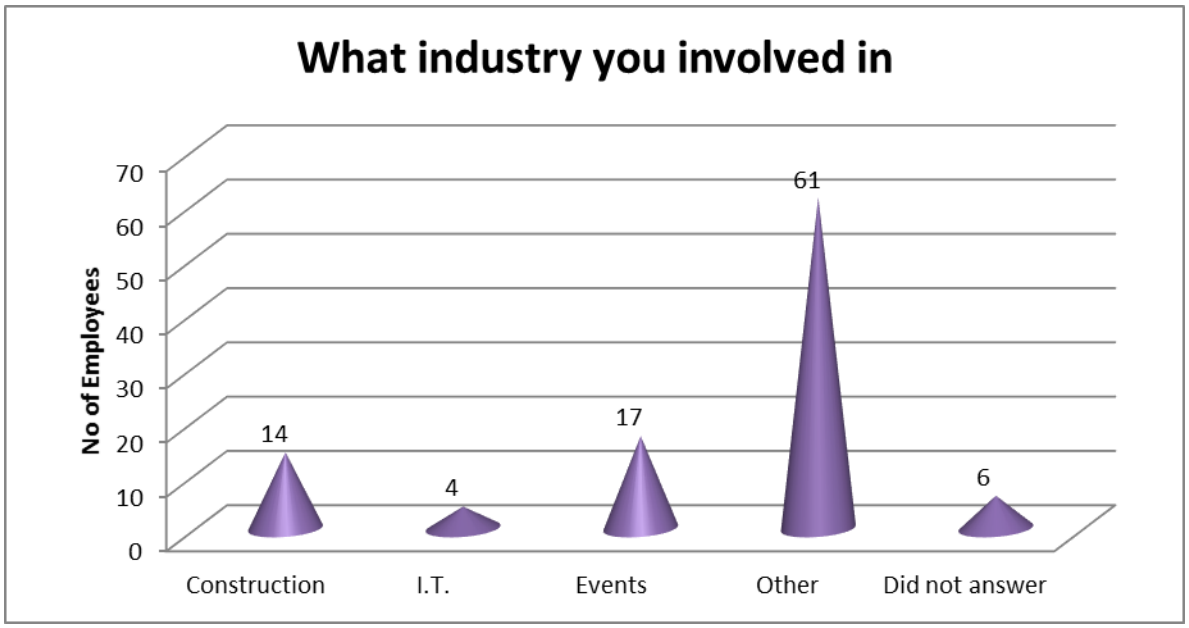


Source: results from this research

The above pie chart illustrates the involvement and responsibility of senior managers on a day to day basis in the projects. According to 31 (30%) of the participants, many managers are involved in the day to day operations of the business. From the total respondents of 102, 23 (23%) say only the team members are involved, another 31 (30%) categorically state that senior management is involved with 11 (11%) saying not responding and 6 (6%) saying that no one from senior management is involved. The numbers are split, implying that the operational staff do not seem to have the same information or sources of information about management operations.

Question .7 What type of industry do you work in / are you involved in? Response; There are different types of industries that use management by projects, with the intensification of management by projects as a purported panacea to effective and efficient use of organisational resources. Whilst the type of tasks determine to a large extent the style of leadership, the fact remains the same that leaders manage people and people have emotions. There is therefore an inherent need for human relations and soft skills, the survey is meant to identify what type of leadership focus is required in these different task environments. This is measured to a degree in figure 5.6 below.

Figure 5.6 The type of industry the respondents came from



Source: results from this research

The industries that were represented and by the respondents in the research are, in ascending order; 4 (4%) Information Technology (IT), 6 (6%) did not respond to this question, 14 (14%) were from construction, 17 (16%) were from events, and 61 (60%) were listed as other.

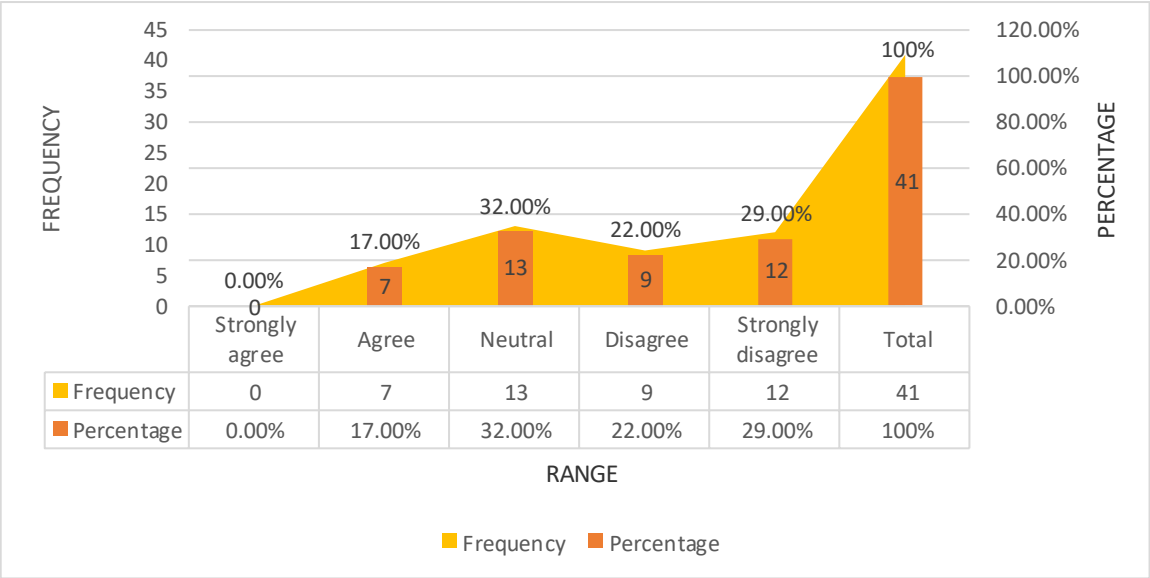
5.3 SECTION B

Section B involved the measurement by use of the Likert scale. This scale is designed specifically to measure the extent or intensity of the acceptance or disagreement with a statement. Thus the statements are plotted on a continuum starting from a level of high to low or vice versa measuring the intensity as indicated by the respondent. In this scale the measurement is based on the scale of strongly agree, agree, neutral, disagree and strongly disagree. The scale assumes that the distances between items are equal with all items considered as replications of each

other. Statements are made (not questions) to be measured by the respondents, these statements normally emanate from the information from the literature review. In a sense therefore, the statements seek to gauge the authenticity of the theoretical assumptions made during literature review. Each statement is therefore numbered and followed by the response from the respondents indicating the intensity by diagrammatically expressed. These illustrations (diagrams – pie charts, bar charts, histograms, graphs, tables and any other illustrations) are explained item by item.

Statement 1 A good manager reinforces behavior and performance by contingent rewards. Response; As derived from the X theory, it is believed by certain managers that subordinates are generally lazy and cannot perform on their own, therefore they need to be incentivized for them to perform. Such managers would believe that rewards are all that makes workers work, thus if they are rewarded they will work regardless of other circumstances around them. The responses are illustrated in figure 5.7 below.

Figure 5.7 Subordinates perception of managers who use rewards to reinforce behavior

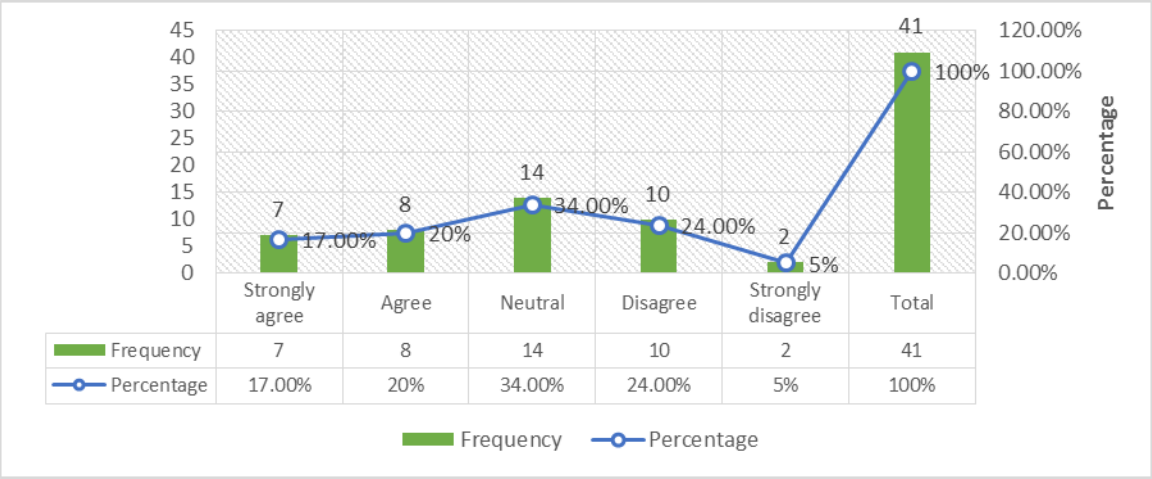


Source: own construction

Employees strongly disagree (29%) and disagree (22%) that they are incentivised by rewards, this gives an overall score of 51% that can be used for generalisation. Of particular concern though are the ambivalent at 32% which is unusually very high for an employee not know exactly what their position is. However, 0% strongly agree that they are incentivised by these rewards with 17% agreeing that incentives may play a role. The employees in generally therefore do not believe that they perform work purely because of the incentives they get, this somewhat nullifies the X theory and supports the Y theory which postulates that employees do their work because they love to do the work.

STATEMENT 2; A good manager pays close attention to the employees to avoid costly errors. RESPONSE; Another form of X theory manager and transactional manager that believes that employees have to be observed closed if ever they will perform well. This there informs the manager on how he should behave towards subordinates because he does not trust that they can work without supervision. This is a form of micro-managing the employees because they may not be responsible enough to save costs, the manager's tasks are considered more critical than anything. The opinions of the respondents are recorded in figure 5.8 below.

Figure 5.8 Effect of micro-managing employees



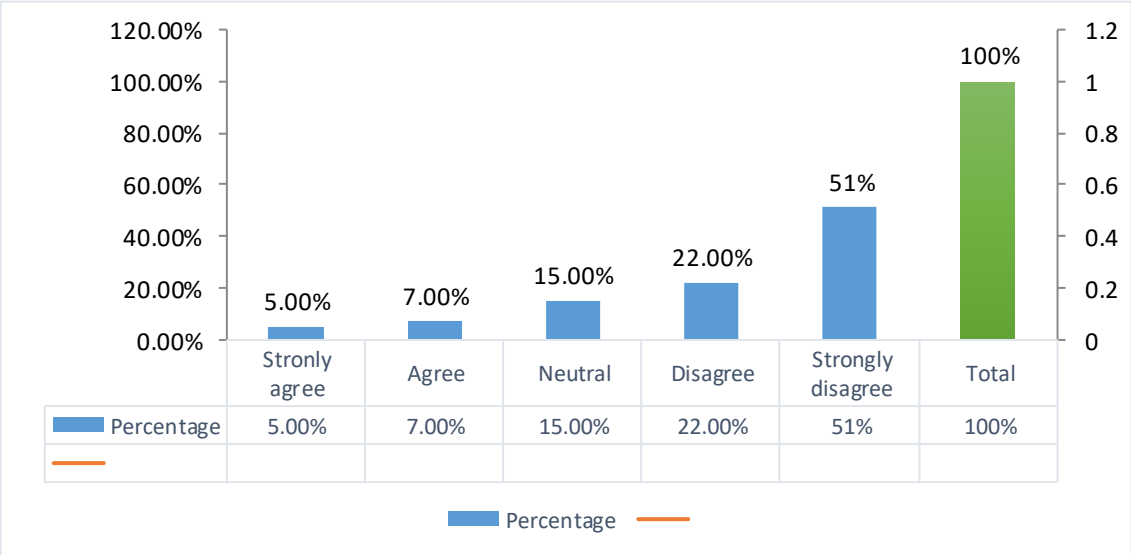
Source: own construction

Interestingly, 37% of the respondents (17% strongly agreeing and 20% agreeing) believe that a close eye on how they work is a sign of good management. It would

have been expected, on the basis of the Y theories and transformational management theories that employees would be happy to work away from the manager's eye. Those who disagree (strongly disagree and disagree) constitute 27% of the respondents, whilst the indifferent score a high 34%. This high level of ambivalence creates problems in that it is not clear whether they do not know if they want the manager close, or, may they did not understand the question. No generalisation can be made on this finding.

STATEMENT 3; Encourages me by giving me tasks for which I am remunerated well. RESPONSE; It is evident and the objective for people to come to work because they want to be remunerated, and people can only get excited when the remuneration meets or exceeds their expectations. Again another test of the relationship between performance and rewards, all be it differently from the reward being put in place of all other things. The respondents expressed their perceptions of a good manager on this as illustrated in figure 5.9 below.

Figure 5.9 Effect of good remuneration on the employee perception of good manager

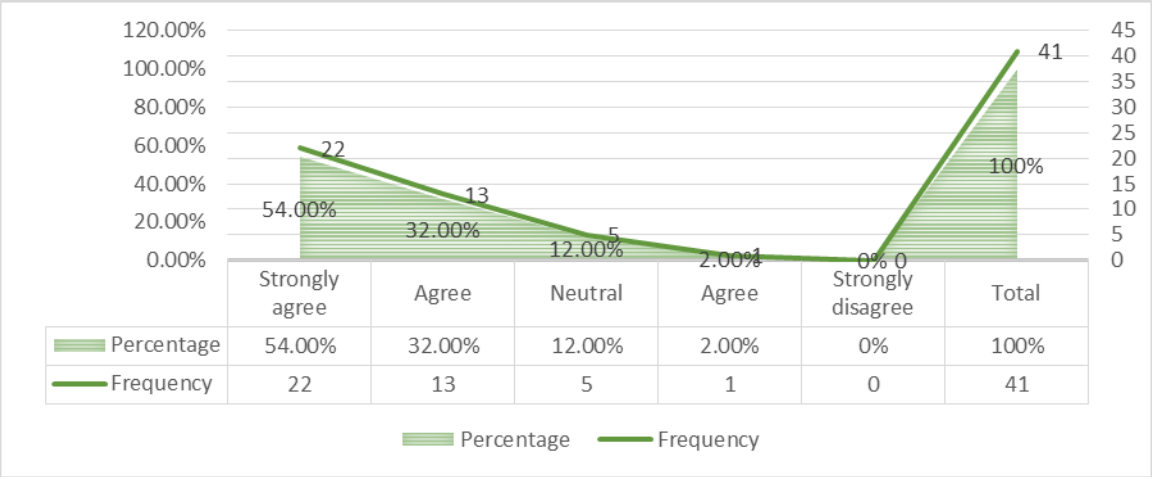


Source: own construction

Some responses contrary to expectations, it is expected that employees would consider a manager good if the manager remunerated them well for a good job. A total of 73% of the respondents disagree that they are automatically encouraged to perform if the remuneration is good. A generalisation is made here that good remuneration is no guarantee for encouraging employees, so manager focused on task completion using rewards may be disappointed. The subordinates seem to be saying that there are other things that are beyond remuneration which a manager needs to do to encourage performance. Ambivalence is low at 15% with those agreeing and strongly agreeing together comprising of 12%

STATEMENT 4; Sets tasks to measure performance and abilities of the employees RESPONSE; A task focused manager measures employee performance on the basis of the tasks they can perform, and thus divides work into task formats to be accomplished. Possibly, this transactional approach is based on the premise that, completion of tasks is the easiest way to identify loyalty and allow for fair rewarding of performance or also does encourage people to work hard and complete the tasks. The respondents' views are illustrated in figure 5.10 below.

Figure 5. 10 Employees' perception about tasks completion as measure of performance



Source: own construction

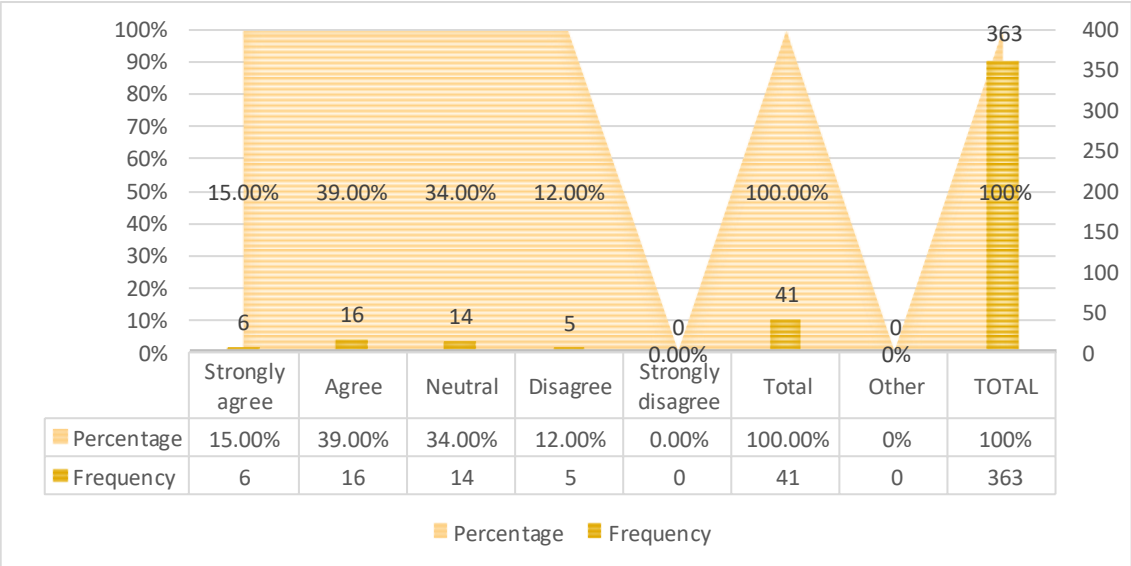
A resounding 86% of the respondents actually believe or agree that setting of tasks is a good way to measure performance. It is equally interesting to note that, 52%,

already a majority, strongly believe that task focusing is a good management strategy in these projects. Neutral stands at 12%, an all-time low with only 2% disagreeing with task allocation as a measure of performance. It can therefore be generalised that, actually subordinates consider task focused management to be a more effective way of getting things done.

STATEMENT 5; Works to schedules by giving tasks since projects are time bound

RESPONSE; The nature of projects is that they are limited by time, in which case delivery time is estimated, and too often the project costs are determined by the time it is expected to complete the project. Failure to meet time schedules may impact negatively on the project execution including possible cost overruns, impact on other processes to which the project is tied, and the reputation of the project manager. The assumption made here is that all things being constant; correct time and cost estimates within the acceptable quality expectations. To this respondents expressed their views as shown below in figure 5.11

Figure 5.11 Importance of task focused scheduling because of project time limitations



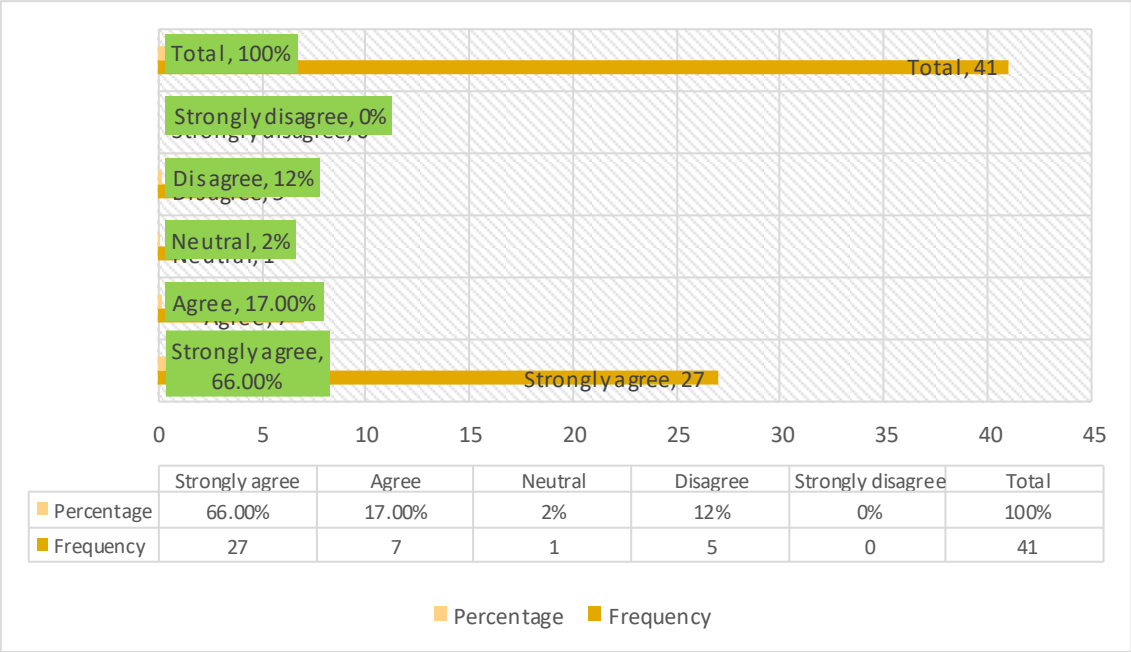
Source: own construction

The statement above was more or less the same with the one before it except that this made reference load-tasking (scheduling) because of the time limitations

provided for in project execution. Neutral rose up to 34%, more than one third ($^{1}/_{3}$) of the respondents decided not to express an opinion or did not know, this from the previous 12%. However, a generalisation can still be made since 54% of the respondents strongly agreed (15%) and agreed (39%). It still causes some concerns because of the reduction of the opinion between these two items considered comparatively the same.

STATEMENT 6; A good manager rewards people according to performance which is very fair to all. RESPONSE; The foregoing expressions from the respondents have agreed with the transactional management theory which uses tasks as a measure of both performance and incentive for subordinates. The theory does not take into account the inherent differences in the individuals which may impact on performance of certain tasks. The respondents' perception about the giving of rewards through the performance of tasks is illustrated in figure 5.12 below.

Figure 5. 12 The impact of rewards based on task performance



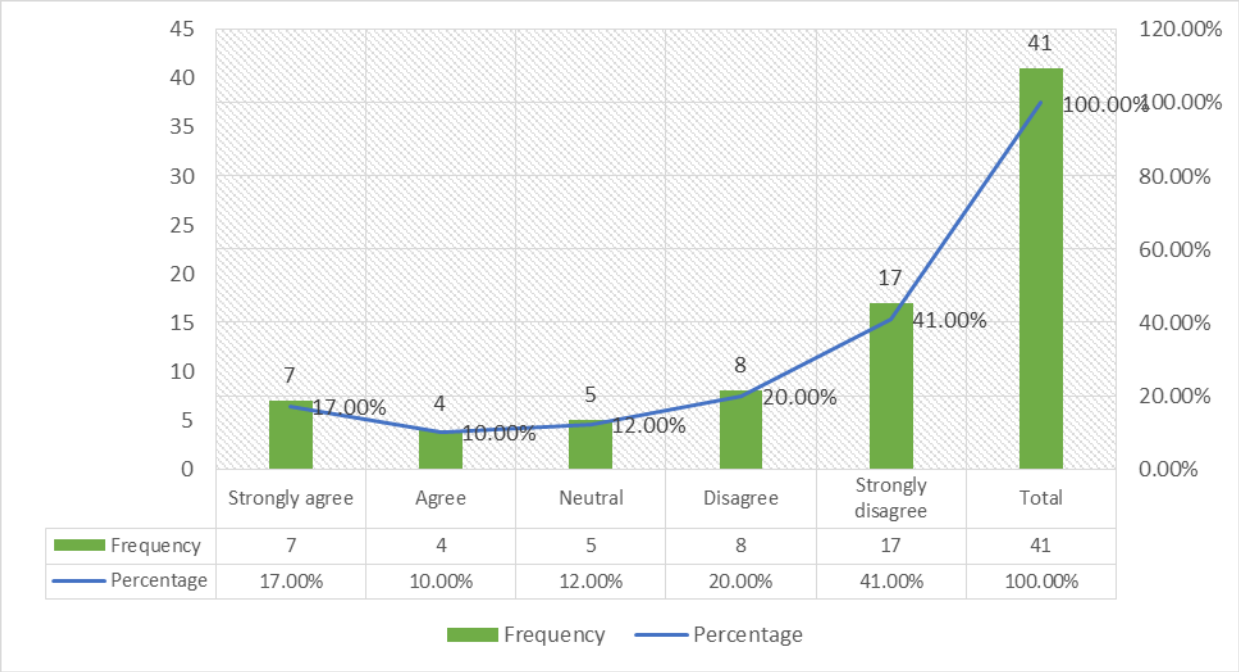
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Percentage	66.00%	17.00%	2%	12%	0%	100%
Frequency	27	7	1	5	0	41

Source: own construction

A total of 83% (66% strongly agreeing with 17%) side with the statement and that can then be used as a generalizations. Together with the last three statements, it is increasingly clear that the employees themselves believes task achievement is a much fairer way of rewarding people. In a sense, the more able one is, the more than they should be rewarded for their performance. Neutral is as low as 2%, with only 12% of the respondents disagreeing with the statement.

STATEMENT 7; A good manager won't sympathise with people who cover up for laziness by pretending to have problems. RESPONSE; In as much as there are genuine concerns for people with certain limitations, be they temporary (time of illness, etc) or permanent (inherently less able), it should be accepted that certain people may feign illnesses or problems. This statement was asked with this in mind, and this is what the respondents, who themselves are project practitioners, had to say as presented in figure 5.13 below.

Figure 5. 13 Good manager and sympathy on laziness.



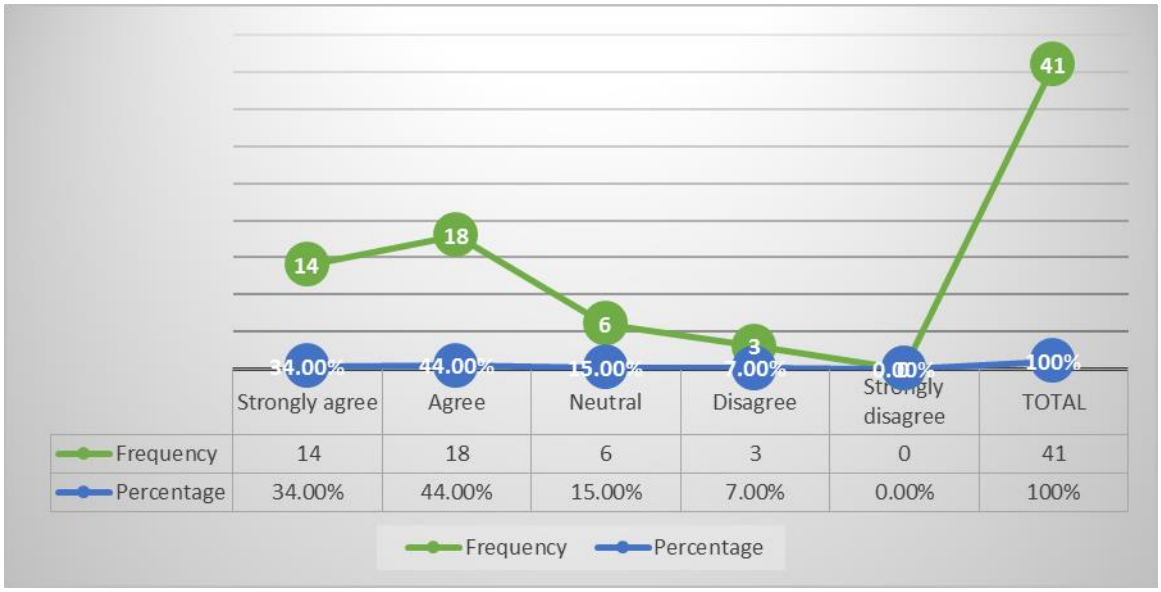
Source: own construction

Contrary to expectation that the respondents would agree with the statement, only 27% agreed with the statement with only 12% at neutral. Those strongly disagreeing

and disagreeing put together comprise of 61%. It can be generalised that the respondents think that good management has to sympathise with the employees. The first emergence of a people focused approach in the study, it may be because that the respondents known the genuineness of their complaints which may be misinterpreted as laziness by others or the management.

STATEMENT 8; A good manager won't allow hard workers to suffer when the lazy have excuses. RESPONSE; For all good intentions, it would be expected that people be rewarded according to their performances and if possible – their abilities. It may be difficult however, for a manager to understand, without making errors, the extent to which the failure to perform is not a social but a physical problem. It should be admitted also that many times the subordinates may have excuses or misrepresent the truth to their own advantage. But at what point does a manager draw the line? The respondents provided the answer as displayed in figure 5.14 below.

Figure 5.14 Perceptions about excuses from non-performers

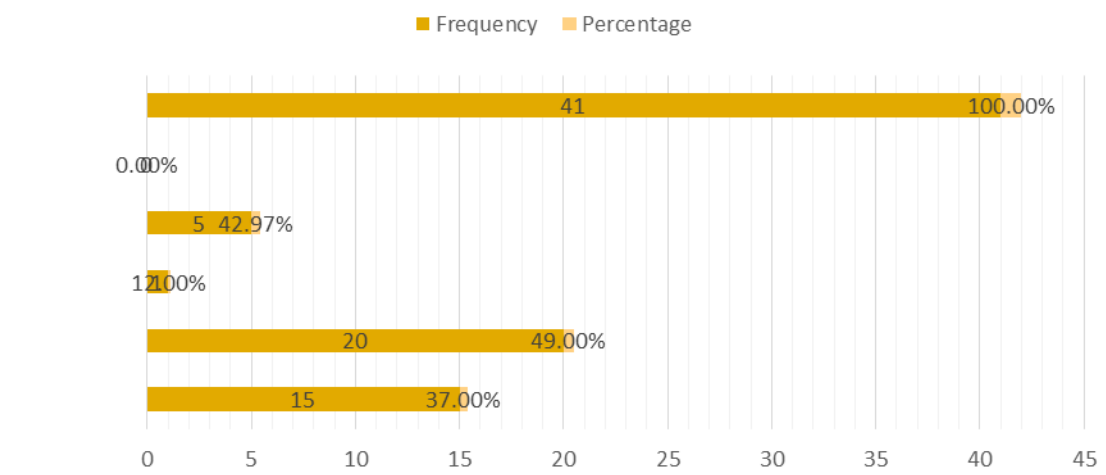


Source; own construction

As expected the majority of the respondents (78%) agree with the statement, and echo the previous position that people should be rewarded according to their performance. Those not sure about what they want or know stand at 15% with only 7% disagreeing with the sentiments. It can therefore be generalized that the respondents, who in this case represent the employees, think that people should be rewarded according to their abilities to perform tasks.

STATEMENT 9 A good manager knows that people who want to work have to motivate themselves. RESPONSE; The study on motivation has been conducted for years in different settings since time immemorial. It has been always difficult to know what motivates or demotivates certain people and why others remain motivated when others are demotivated. The statement seems to exclude the managerial role of motivation of employees from the manager, since the managers may generally be part of the demotivation. Remembering that people don't resign from companies, but resign from managers, the respondents' views are set in figure 5.15 below.

Figure 5. 15 Role of individuals in self-motivation to perform tasks



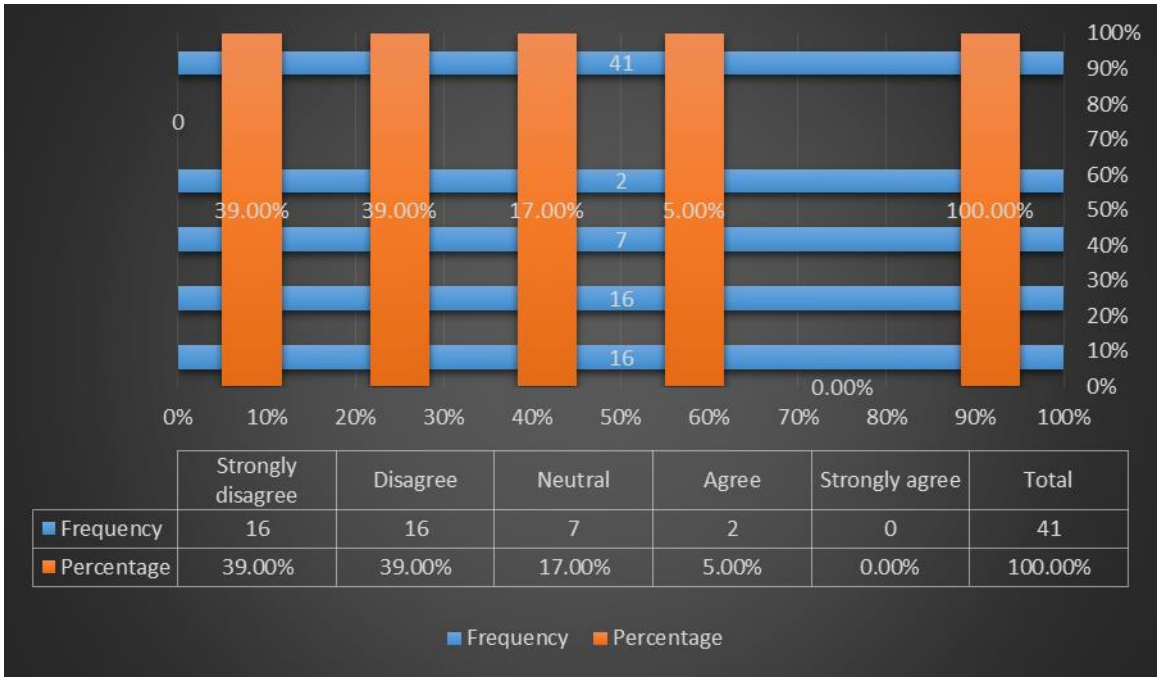
	strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
Frequency	15	20	1	5	0	41
Percentage	37.00%	49.00%	12.00%	42.97%	0.00%	100.00%

Source: own construction

A majority of 86% of the participants (37% strongly agree and 49% agree) share the view that good managers should know that good workers are self-motivated. It is good enough and it can be generalized thus, what is of concern here is that it is difficult to know at what pointed an individual is self-motivated. Considering that people have different socio-economic structures and different demands on their earnings. Above that, these same people come to an environment which may either motivate or demotivate them. A manager that focuses on the motivation of subordinates may therefore be likely to have a degree of people focus.

STATEMENT 10; A good manager pushes employees to work. RESPONSE; There are different forms that can be used to push employees to work, and this comes largely from the manager's perception about causes for good performance. Thus, rewards may be used, or friendship resulting in loyalty can be resorted to, or even threats to dismiss if certain objectives are not met. Whatever was in the minds of the respondents, they aired their views in the figure 5.16 below.

Figure 5. 16 Perceptions of "slave-driving" as a sign of good management



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Frequency	16	16	7	2	0	41
Percentage	39.00%	39.00%	17.00%	5.00%	0.00%	100.00%

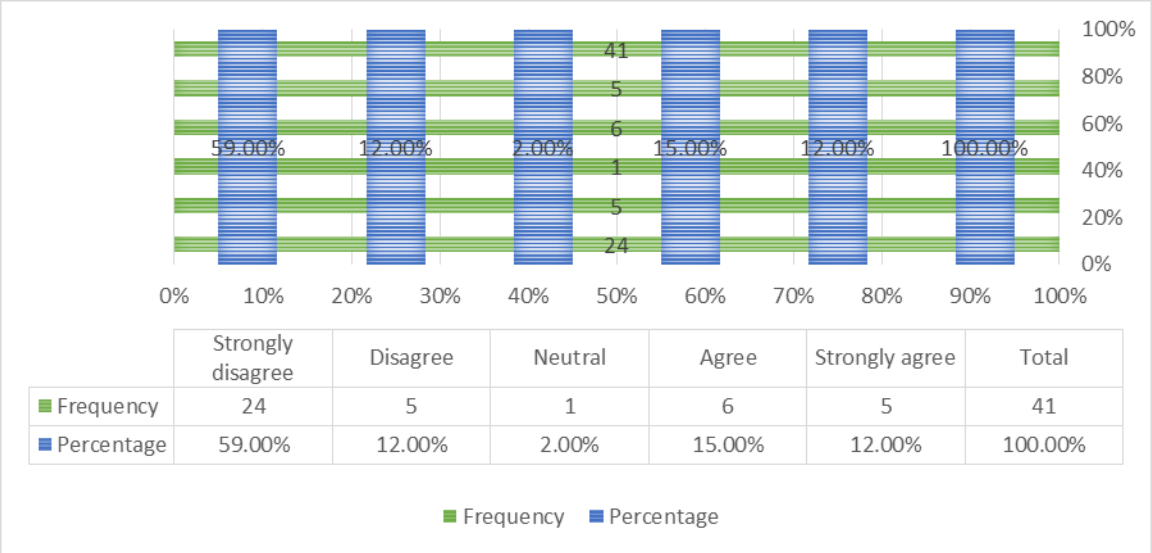
Source: own construction

Whilst the expectations were that some respondents would disagree, it is interesting the number of respondents who disagreed (78%). Those strongly disagreeing and those disagreeing were at 39% each, with neutral at 17% and thus giving a total of 95%. A remainder of 5%consists of only those that agreed with no one strongly agreeing. It can be generalized that the employees do not believe that it is good management to "push employees to work.

STATEMENT 11; Good managers understand your situation and empathise with you when you are in need. RESPONSE; This is definitely a people focus statement, where the manager shows concern for subordinates. This resides more in transformational leadership which focuses predominantly on people and their emotions. This is also in agreement with the Y theory suggesting that people are not

lazy and can work on their own, love for people encourages to perform the prescribed duties. The respondents supplied their perceptions in figure 5. 17 below.

Figure 5. 17 The impact of manager's sympathy on employee morale



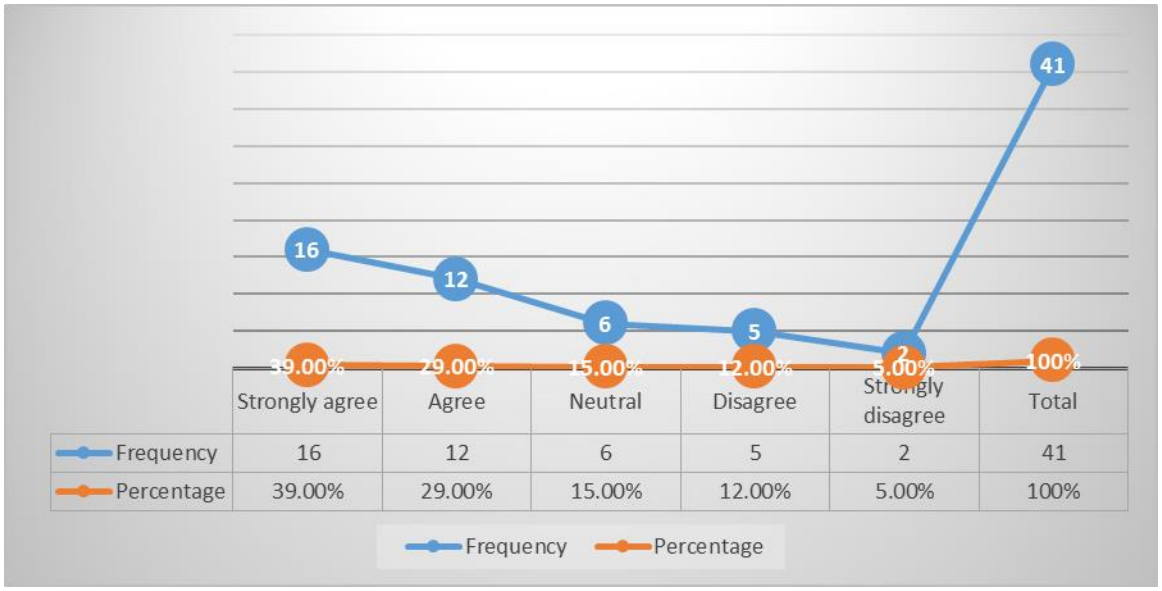
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Frequency	24	5	1	6	5	41
Percentage	59.00%	12.00%	2.00%	15.00%	12.00%	100.00%

Source: own construction

71% of the respondents disagreed and strongly disagreed with the statement suggesting that good managers should not sympathise. It is not clear if the respondents were saying essentially that their managers do not, or that good managers would not. A generalization can be made here, though the findings seem to give the impression of a workforce that has no human feelings. A small 27% of the respondents agreed and only 2% were neutral.

STATEMENT 12; I can sacrifice pain for a leader-friend without expecting a reward. RESPONSE; The power of relationships is under scrutiny here and the assumption made was that people are social beings. A good relationship was envisaged, as is stated in the theory of transformational leadership, people who are encouraged and cared for are more likely to perform well. The views of the respondents are below in figure 5.18.

Figure 5. 18 The impact of leader-friend management style on employees

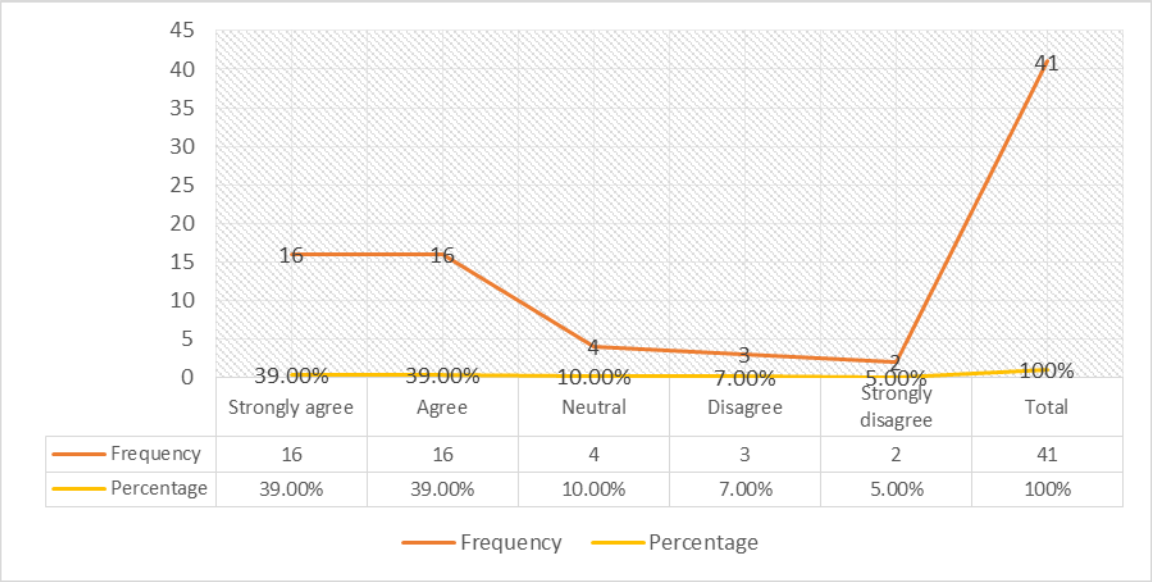


Source: own construction

The respondents (strongly agreeing – 39% and agreeing – 29%) totaling together 68% think that a leader-friend relationship is important for them. This is the majority and can therefore be generalized that people are impacted on positively by a manager who shows friendship towards them Only 15% are indifferent and this leaves 17% (total for disagreeing – 12% and strongly disagreeing – 5%) sharing a different view on the statement. The transformational leadership speaks to the power of human relations and the impact on followership, this is confirmed in this finding.

STATEMENT 13; Good managers allow you to work without setting daily tasks RESPONSE; This question was asked earlier in the Likert scale ranking section, and the responses gave the impression that task setting was the ideal approach to effective leadership. The same question therefore comes albeit differently, and it is interesting to see the response from the same people in the same research a few lines down. It may also be understood that if the workers know what is supposed to be done and understand the concept of effective project execution, they may put pressure on themselves. The response is provided in figure 5.19 below.

Figure 5. 19 Rating of managers that do not set daily targets

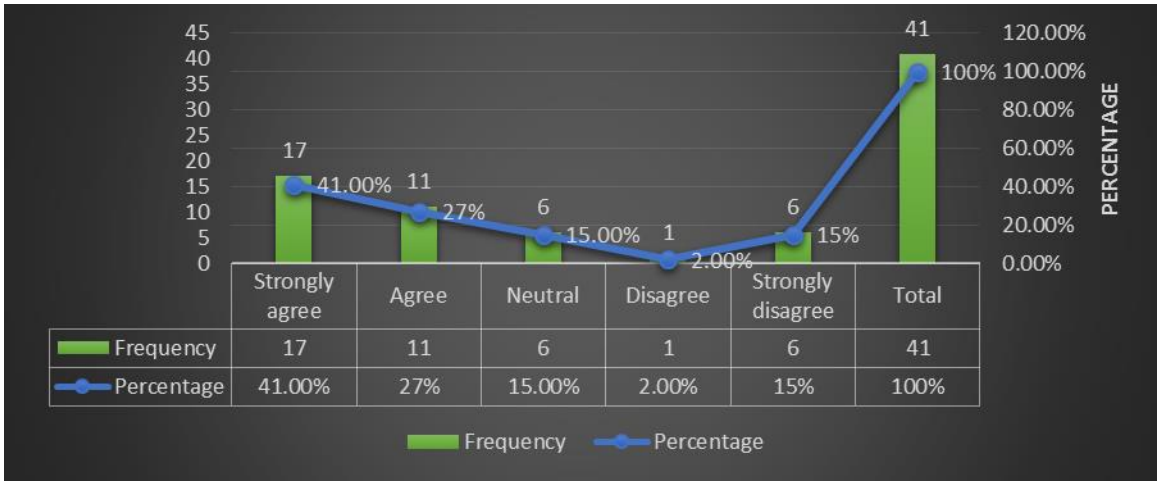


Source: own construction

Somehow the respondents think that it is good for managers to work without giving daily targets, 78% of them shared that view (39% strongly agreeing with 39% agreeing) and this leads to the generalization that, though subordinates think it is good management to be given tasks, they still would consider it good management not to give daily tasks. Neutral is at a manageable 10% with those in disagreement comprising of a total of 12%.

STATEMENT 14; Good managers create incentives to motivate weak/needy workers. RESPONSE; If the managers can identify weak employees, they can therefore work out a way of making them to perform. Specifically where performance is directly associated with rewards, it may be a good people focus strategy to have that (incentives) in place to assist the weak and need. This is in agreement with the transformational leadership theory which recognizes that not all people perform equally well, hence help may be necessary. The respondent's views are illustrated in figure 5. 20 below.

Figure 5. 20 The impact of incentives on weak employees by managers

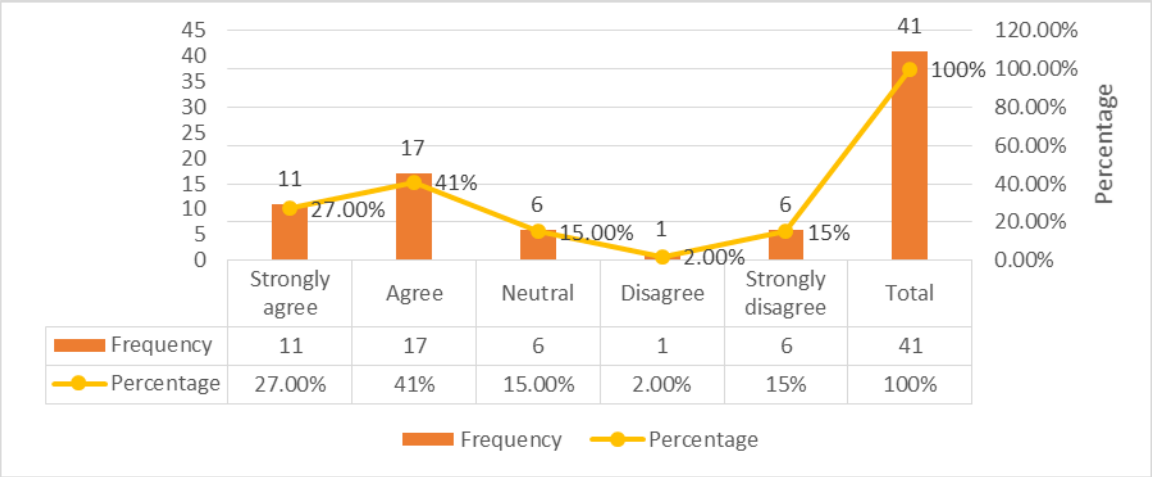


Source: own construction

The respondents in the majority (68%) were of the view that it is good leadership for a manager to identify and incentivize weak employees to enable them to perform. It was not asked as to what type of incentives would be ideal for the purposes of encouraging the weak, this may include rewards and other forms of support. It can be generalized that reaching out to those who are weak and assist them is a good form of management. It can be derived from this that, such behavior is typical of people focused leadership as this promotes good relations incorporates the human element into management. Only 15% were ambivalent and 17% disagreed with this statement.

STATEMENT 15; Good leaders understand, believe and have trust in their employees. RESPONSE; Based on the Y theory, a good manager does not think negatively about the followers, but leaves them room to perform on their own. Such an approach is people-centric, and will therefore remove the notion that people cannot work on their own, people cannot think, people are and that people cannot be trusted. It may be necessary to point out again that the employees themselves behave differently under the same circumstances. Consequently trust on the employees must be built on some solid effort to ensure that the employees know exactly what is expected of them and are assured of the leader's support. The respondents' views are below in figure 5.21.

Figure 5. 21 Impact of trusting of employees by the manager

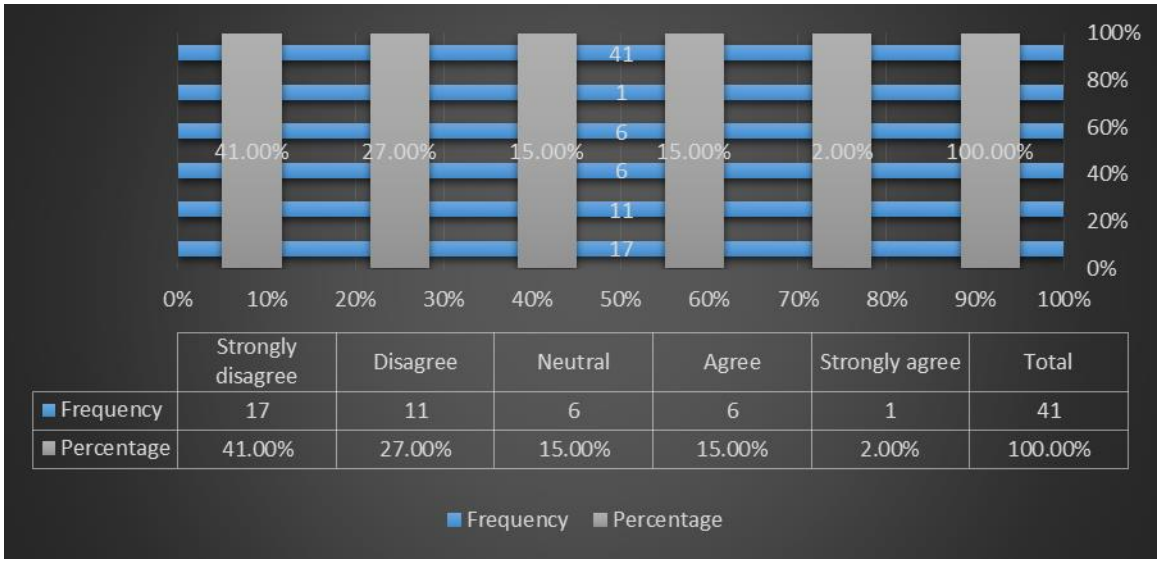


Source: own construction

Another majority of the respondents, strongly agreeing (27%) and agreeing (41%) make a total of 68%. These respondents, which can be used for generalization, submit that trust is an important issue if a manager is to be rated as effective or be rated as a good manager. Neutral lingers at 15% with only 17% in disagreement with the statement. A leader who trusts subordinates and who may trusted by subordinates may only do that because they have a focus on the wellbeing of the employees.

STATEMENT 16; A good manager knows that people are self-motivated and don't need supervision. RESPONSE; Studies on motivation show that people do not have the same motivation level, just as they do not have the same personalities in the basis of which an accurate generalization can be made. All the same, subordinates have views also about how they should be perceived and managed by their leaders. Though they have different opinions, views and perceptions about things, their response is in figure 5.22 below.

Figure 5.22 Perceptions of employees about employees' self-motivation



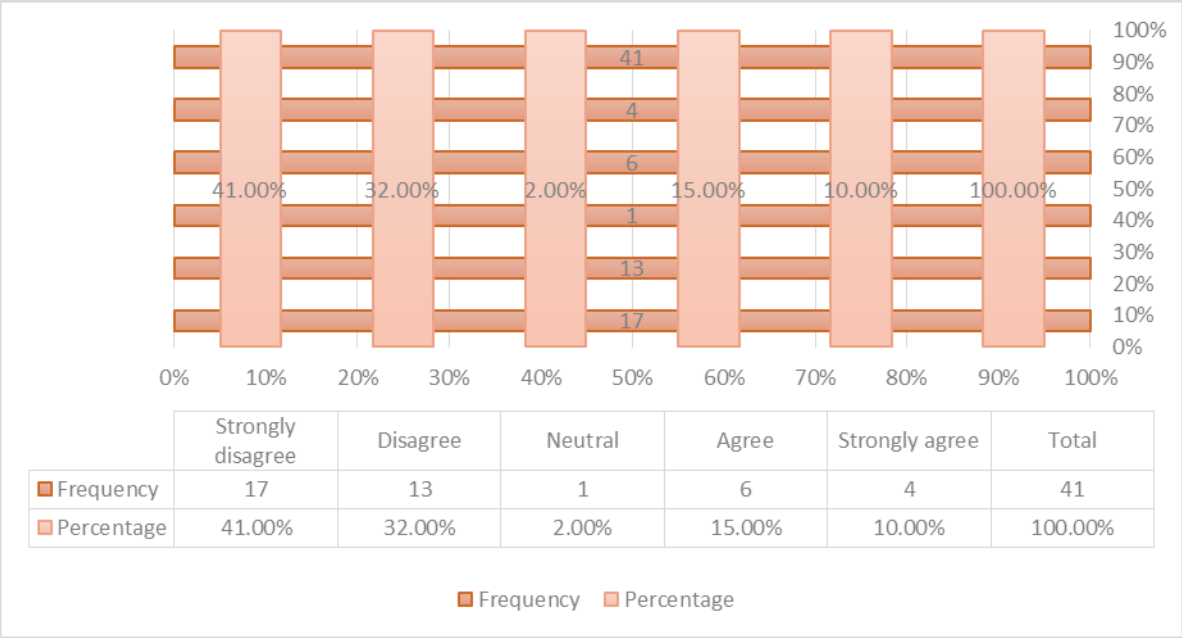
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Frequency	17	11	6	6	1	41
Percentage	41.00%	27.00%	15.00%	15.00%	2.00%	100.00%

Source: own construction

It interesting to note that 68% of the respondents do not agree (41% strongly disagree and 27% disagree) that managers know that employees are self-motivated and therefore do not need supervision. This may also reflect on the possibility that the respondents may be saying that 68% of the times they, the subordinates are not self-motivated. Whichever way this may be taken, we can generalize either way, that the generality of managers do not know and understand that the employees are self-motivated, or that 68% of the subordinates need motivation. In which case then, the failure to understand this may lead to the manager either developing negative attitudes (X theory) or implanting wrong management styles. The neutral are at 15% with those thinking that the manager.

STATEMENT 17; Good leaders are people focused and change organisational cultures. RESPONSE; Work is done by people through people for people, and with this in mind, it is only befitting to focus on people. But, as alluded to above, there is no one standard for people, be they leaders or followers, each has their own perceptions about things. Culture is by definition a set of norms practiced by a people, so an organisation will have its own norms which constitute the behaviors of the different people in an organisation. All the same the respondents had views which are shared in the figure 5 23 below.

Figure 5. 23 Perceptions about people focus as good leadership



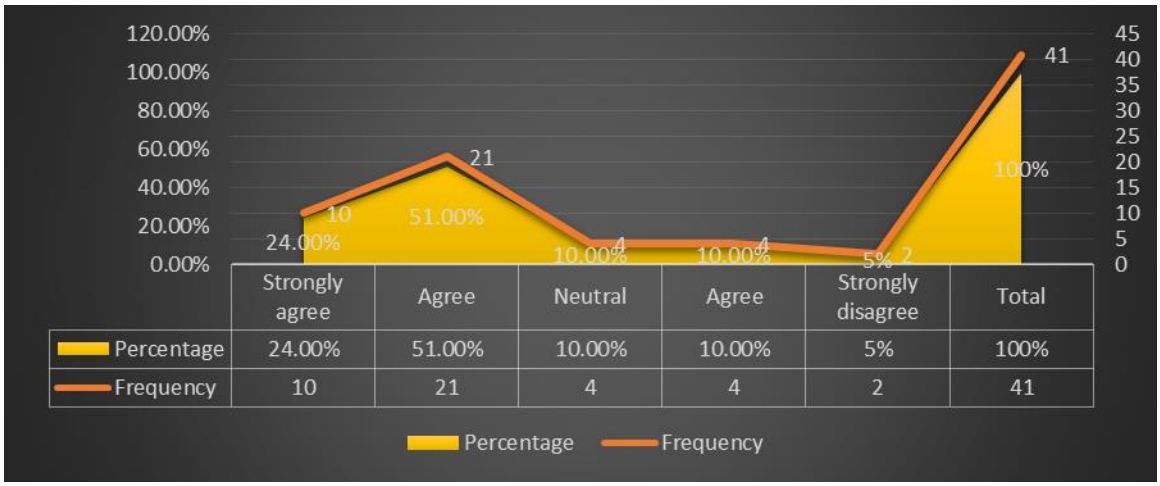
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Frequency	17	13	1	6	4	41
Percentage	41.00%	32.00%	2.00%	15.00%	10.00%	100.00%

Source: own construction

Contrary to expectations, 73% of the respondents (41% strongly disagree and 32% disagree) do not agree that people focus is a sign of good leadership. It was expected that the respondents, as project practitioners understood the need for people focus because they are people as well as employees themselves. In a sense this shows consistency with the foregoing views about task focus as a good sign of good leadership. Only 25% think that people focus is important with only 10% strongly agreeing to the critical importance of people focus. Neutral is at an all-time low of 2%, it can be generalized that practitioners do not consider people focus as important in the execution of projects.

STATEMENT 18; Even without remuneration a good leader develops and empowers subordinates. RESPONSE; It is of paramount importance for managers to know what motivates followers, in as much as remuneration is necessary. Too often, transactional and X theory proponents tend to suggest that an employee has got one thing in their mind – remuneration. That is a given, but is that all an employee is looking for? Are there no other social factors, perhaps, that may motivate the employee – empowerment of the employee may be seen as a great motivator, obviously dependent on other factors around the employer. The participants in this survey shared their views as recorded in figure 5. 24 below.

Figure 5. 24 Empowerment without remuneration as a sign for good management

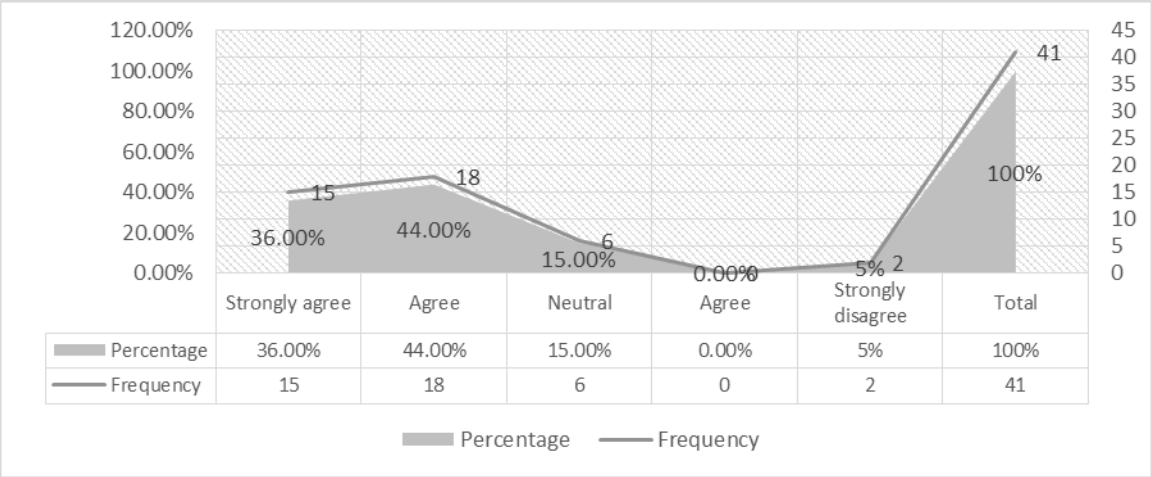


Source: own construction

Three quarters (75%) of the respondents are of the view that empowerment without necessarily including remuneration is a sign of good management. One of the functions of management is to motivate employees to perform, and this result clearly shows that empowerment can be used as a strong motivator. It leaves to be explained what specific types of empowerment would motivate subordinates outside of their remuneration matters. Of those respondents who did not share the view, 10% were neutral and 15% disagreed, in other words, the 15% are of the view that there should be a relationship between empowerment and remuneration. It can be generalized here that remuneration on its own may not be incentive enough, and that 75% of the time, empowerment is considered better.

STATEMENT 19; A relationship driven leader earns my trust, confidence and respect. RESPONSE; As alluded to on many instances above, human beings are social animals by nature. In the process they form relationships that create a degree of self-confidence in the human being when they feel that they are accepted by their friends, peers, etc. More so at work, where they spend 8 hours of each day ($^{1}/_{3}$) of their working lives. The presence of a friendly manager may be all the difference individuals need in their lives. The respondents have aired their views on this issue as stated in figure 5.25 below.

Figure 5. 25 Impact of leader-follower relationship on the employee

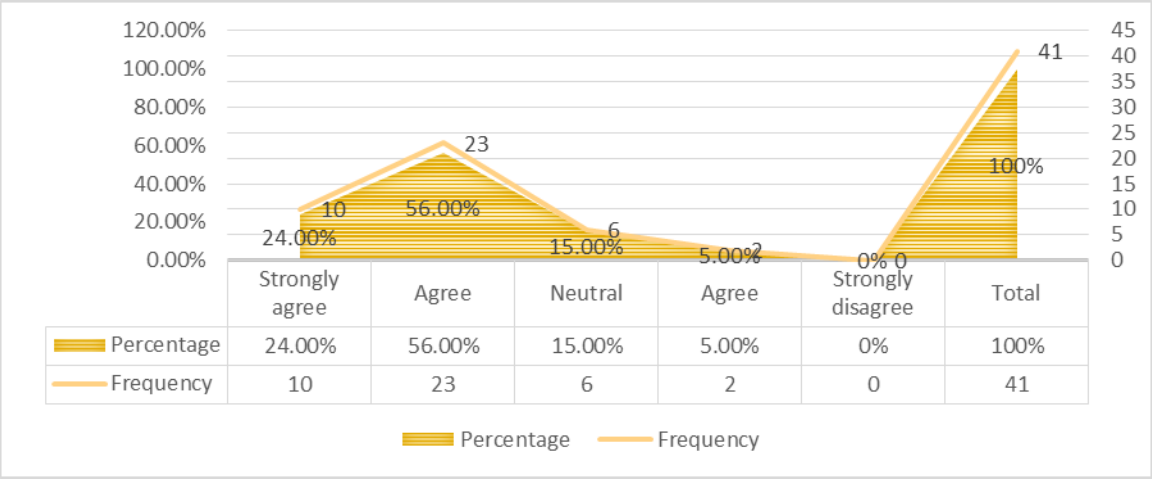


Source: own construction

A people focus is positively associated with the levels of trust and confidence that the subordinate will have towards their manager. The score (36% strongly agreeing and 44% agreeing = 80%) indicates overwhelmingly that relationships with the leader / manager is appreciated greatly by subordinates in the workplace. Neutral at 15% is higher than those strongly disagreeing at 5%, this allows us a generalization that a good relationship between the manager and the subordinates allows for trust, confidence and respect for the leader. This can be translated to mean that, through a good relationship the manager can expect good performance without having to set targets. Contrary to earlier impressions given by the respondents, relationship seems to have a much stronger impact.

STATEMENT 20; If there is no fear, my commitment is genuine and long lasting
RESPONSE; In the yester years in the South African labour market, the labourers or workers or employees were not protected against the employers. Consequently people worked under the fear that they could be fired any time, because they had no recourse against the “mighty employer.” Studies on the commitment of employees based on the use of the different forms of power by leaders resulted in some subordinates not being committal and performing just hard enough not to be fired. The statement therefore seeks to establish the extent to which “fear” as a factor affects the commitment of an employee. Fear is an indication of the absence of a good leader-follower relationship. Figure 5 26 below illustrates the views of the interviewees.

Figure 5. 26 Impact of the fear factor to employee commitment to their work

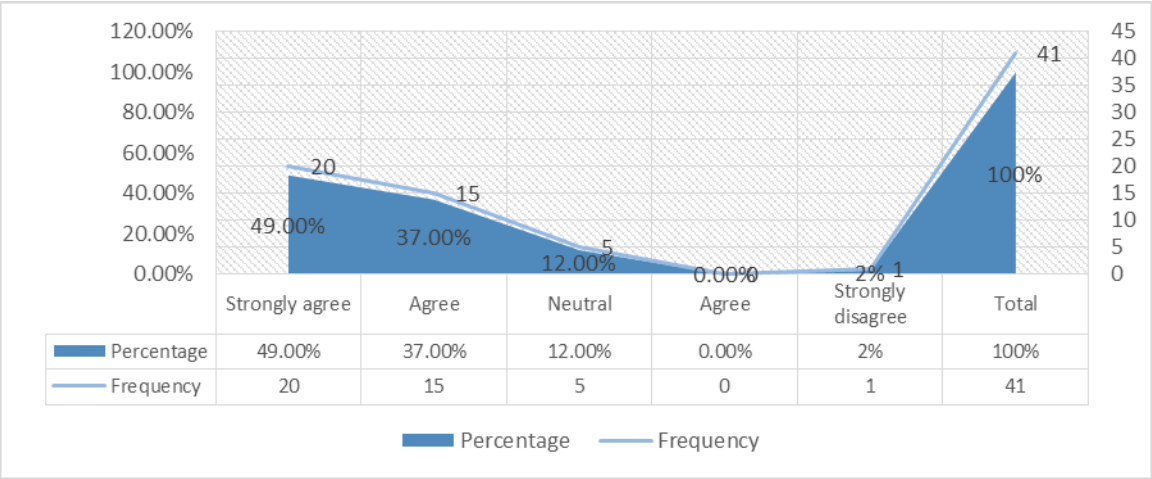


Source: own construction

Eighty percent (80%) of the respondents state that they only have commitment to their work if there is no fear or threats on their wellbeing. This should allow a generalization that the use of threats (fear) which is itself a symptom of poor relationships between the managed and the manager, does not constitute good leadership. The remainder of the respondents are neutral at 15%, disagree at 5% with no one showing up for strongly disagree. A people-focused leadership style allows for interaction with subordinates and reduces if not eradicates the power-distance between the leader and the follower. The closer the leader is to the subordinate, the easier it is for the leader to get commitment from the subordinate.

STATEMENT 21; I can work very hard with little pay where there is a good relationship. RESPONSE; The human being is a complete individual comprising of many aspects that are intertwined, this is what complicates any effort to understand a human being. Whilst some may work purely for the remuneration, some follow the Maslow's hierarchy of needs faithfully, albeit unconsciously. Some individuals would value the relationship more than the reward that they get from it, and with this in mind this statement was inserted in the study. What the participants thought about this is recorded diagrammatically in figure 5. 27 below.

Figure 5. 27 The extent to which a worker may sacrifice reward for good relationship

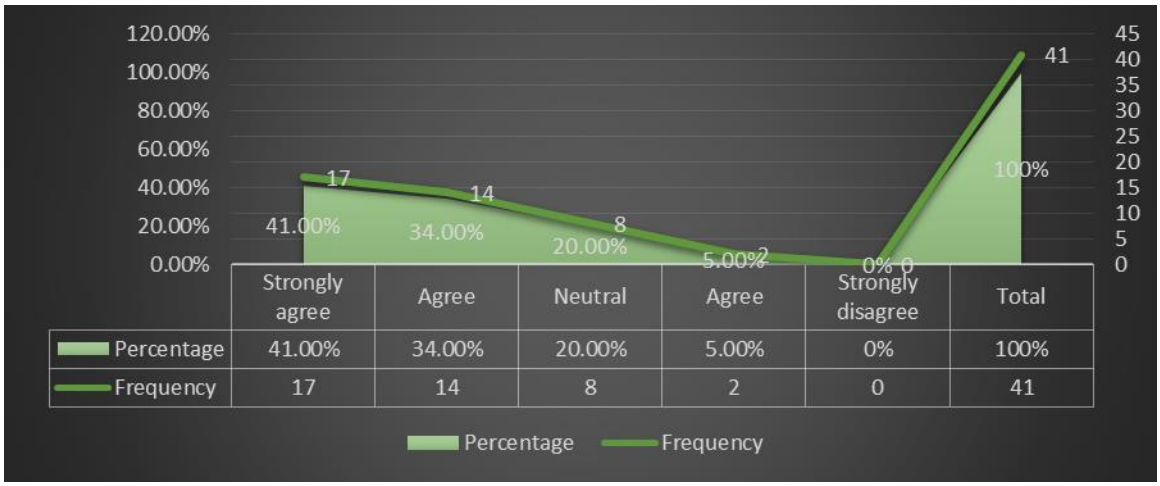


Source; own construction

Surprisingly, 86% (49% - strongly agree and 37% agree) are of the view that they would rather have friendship before they have the remuneration. It would appear that the basic need for a human is socialization first before they think otherwise, this agrees with the Maslow's principle. It can be generalized here that the ordinary human being seeks for association first before they think of other issues in the workplace – all things being constant. With this we still have a few not sure exactly what they want at 12% and 2% strongly disagreeing with the statement.

STATEMENT 22. I can work hard with a good reward where there is no good relationship. RESPONSE; This is essentially a counter of the preceding question, deliberately put to measure the extent of correctness or degree of willingness to forgo remuneration in the quest for a good relationship. The respondents' submissions are recorded in the diagram below, figure 5.28

Figure 5.28 The extent to which a worker may sacrifice relationship for good reward

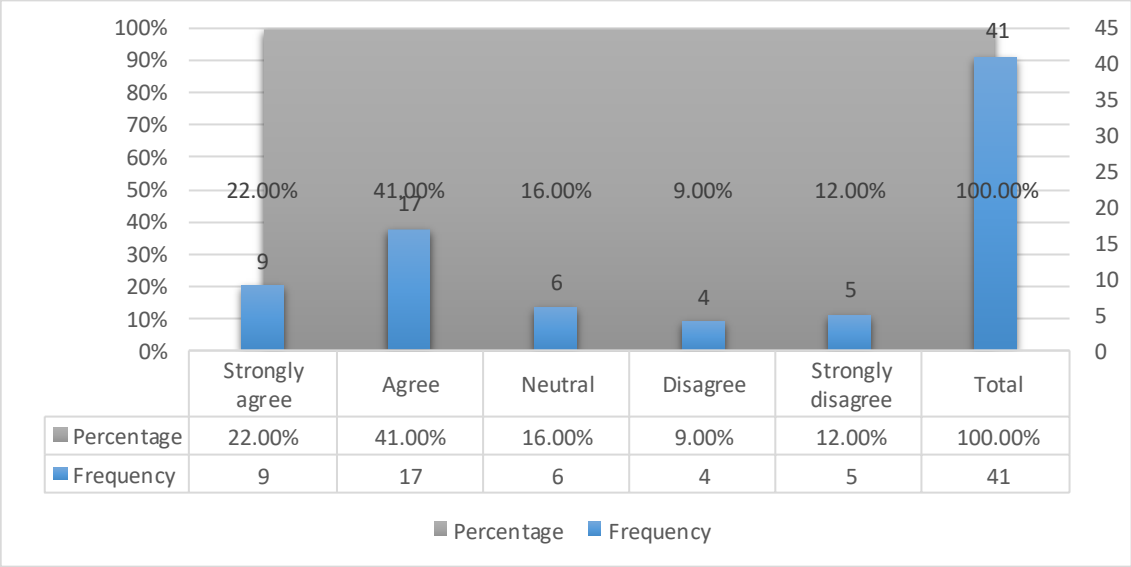


Source: own construction

There is a seeming contradiction of thought in that the same respondents, this time 75% of them in total (11% down from 86%) are of the view that they are prepared to forego bad relationships with their managers as long as they themselves get what they may consider to be good remuneration. It is not clear what their position would have been if they had been with alternatives, that aspect was not covered in the questionnaire. However neutral went up to 20% leaving 5% that disagree with no one strongly disagreeing. A generalization is made therefore that 41% strongly agreed and 34% agreed (total 75%) that they may forfeit the relationship aspects of their work and push on as long as they are well remunerated.

STATEMENT 23; Endure pressure & earn good money than have a leader's sympathy RESPONSE; It is a reality of life, especially in the current situation in the country with high unemployment (27% - 44% depending on whose figure you want to accept), that people will weigh the odds and choose a better devil. Essentially the survey is saying people may say "I don't eat sympathy" so I will rather endure pressure but have my earnings than that I have a meagre salary and be happy with my manager. The pressure was not classified, but this would include among other things, awkward working hours, risky work conditions, unbearable fights with peers and or manager, etc. The respondents indicated their opinions and these are recorded below in figure 5. 29.

Figure 5. 29 The extent to which a worker may sacrifice reward for good relationship



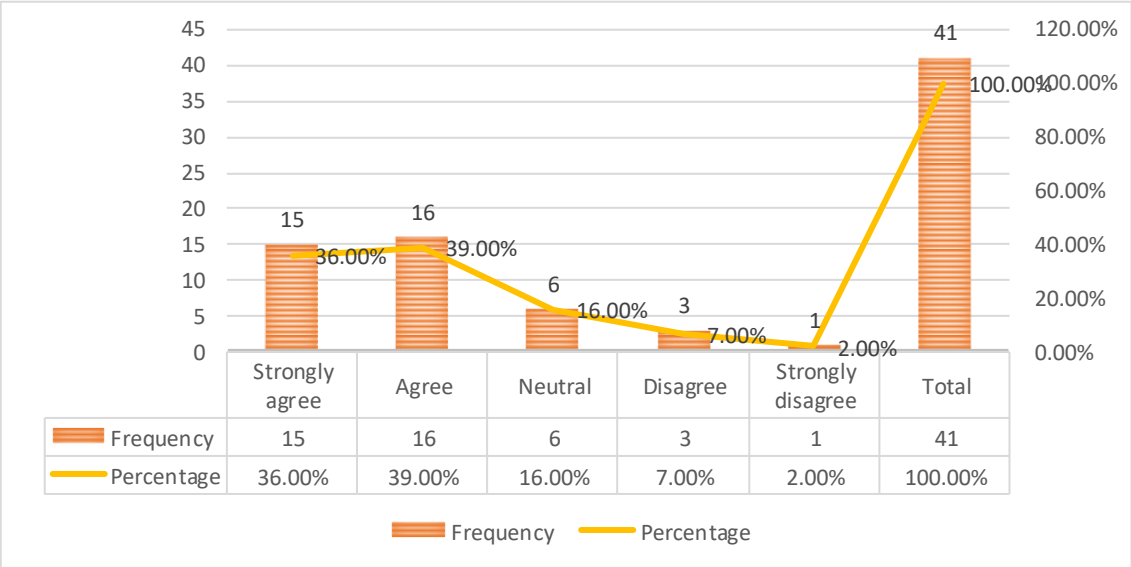
Source: own construction

The number of respondents prepared to go through it all to get money seems to continue to go down, with 63% prepare to bear pressure as long as they get rewarded. Of cause a generalization can still be made on the willingness of people to bear pressure in an effort to get a good reward. The extent of the pressure has not been measured or categorized though, but 21% of the respondents have disagreed, they will not "suffer" for better rewards. Neutral has gone up slightly to 16%, though it continues to confuse the researcher why some people would have no opinion on matters as clear as these.

STATEMENT 24; Rather be understood and accepted with less money than be ignored. RESPONSE; Being ignored would mean social isolation, and possibly looked down upon and segregated on. Thus, the statement follows the same pattern above but deliberately lists this one as it is a common occurrence where people generally belong to a different cultural or racial grouping. Isolation has been used consistently to break people down or as a punishment – the apartheid system was known for that. Robert Simangaliso Sobukwe, Winnie Nozamo Madikizela Mandela, just to mention a few that went through that harrowing experience. Being isolated at the workplace is the same as being isolated like the forenamed. This would therefore

assist in understanding the extent people can take up isolation for the sake of income. Figure 5. 30 diagrammatically provides details of the response.

Figure 5. 30 What an employee would value most – money or isolation



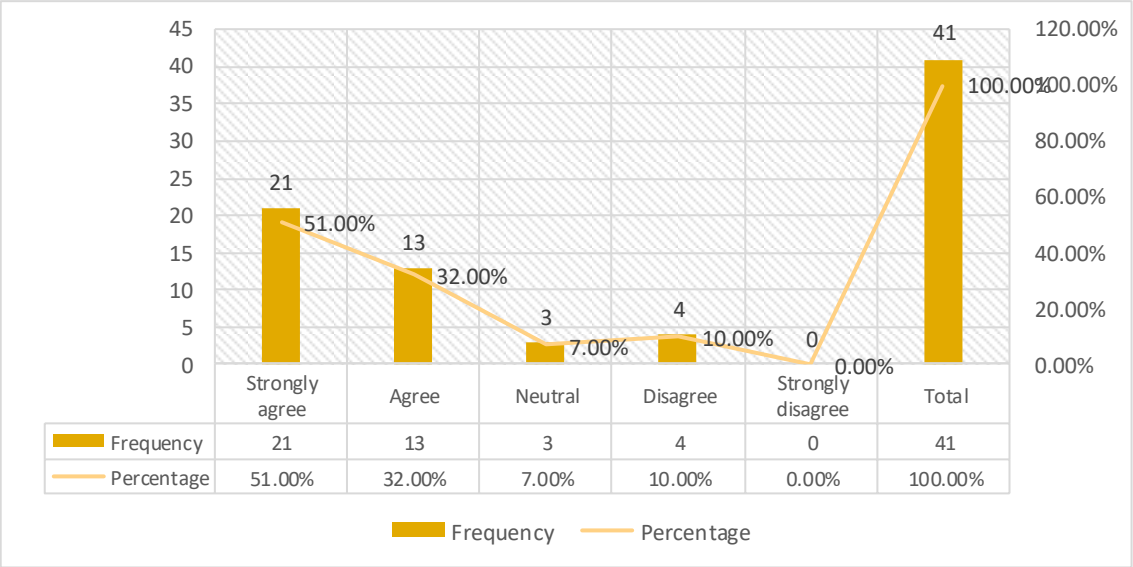
Source: own construction

Seventy five percent (75%) of the respondents would not want to be isolated and ignored in their workplace, choosing rather to work in an environment where they are accepted even though not well paid. Those who are neutral (16%) have remained higher than those who disagreed and strongly disagreed at a total of 9% (7% and 2% respectively. It can be generalized therefore that the majority (75%) of employees would not want to be isolated in their workplaces.

STATEMENT 25; Have someone develop me in my career and earn little for now

RESPONSE; This may attract different views, and possibly dependent on the age of the individual responding. A young employee with many years ahead of them may be willing to be “developed” even if they may not well be remunerated at the present moment. Someone advanced in their life have little is any years to be developed and then gainfully employed. This response is recorded below in figure 5. 31.

Figure 5. 31 Attitude in being underpaid but being developed into a career

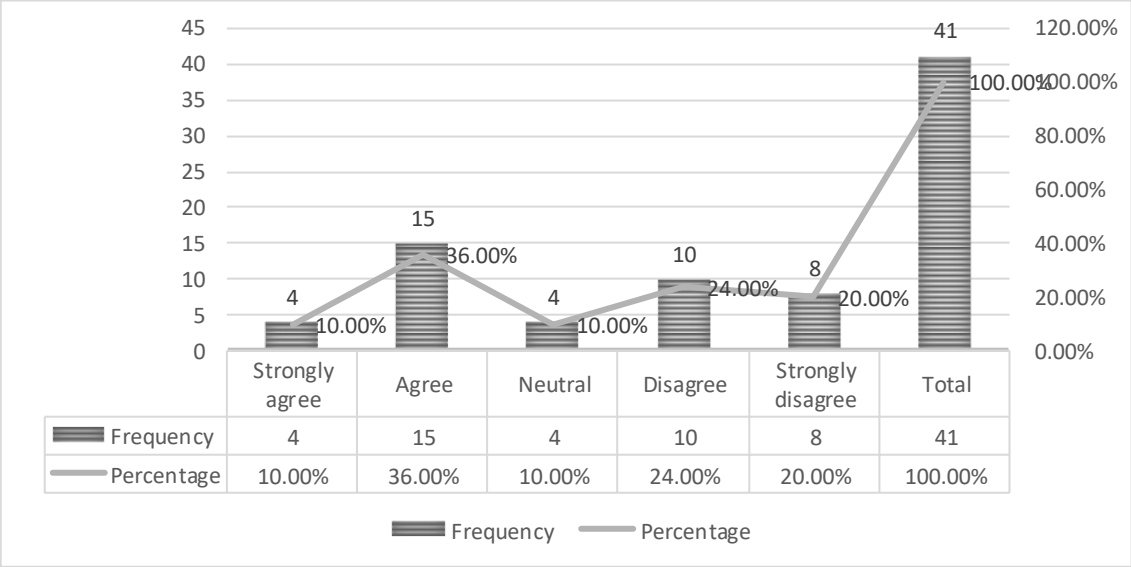


Source; own construction

Eighty three percent (83%) of respondents appear to be agreeable that they would be prepared to have someone develop them now. Such a leader will be people focused and consequently would be forward looking. It would appear the task focus element may remain important even though the focus has been shifted to developing employees. This is a more practical and sustainable way of empowering employees and the respondents overwhelmingly supported that. It can be generalized therefore that people focus that leads to people development is people empowerment. The neutral are low at 7% and those in disagreement total 10% only.

STATEMENT 26; A people focused leader will allow me a good salary so that I can develop myself and not depend on her/him. RESPONSE; People have different thoughts about how they want to be developed or develop their careers, given that the choice of career may not be in harmony with the requirements of the organisation. A people focused leader would take into consideration the possibility of allowing the employee a conducive work environment with a descent salary to support self-development. The opinions of the respondents are illustrated below diagrammatically in figure 5.32

Figure 5. 32 People focused leader allows self-development through descent remuneration

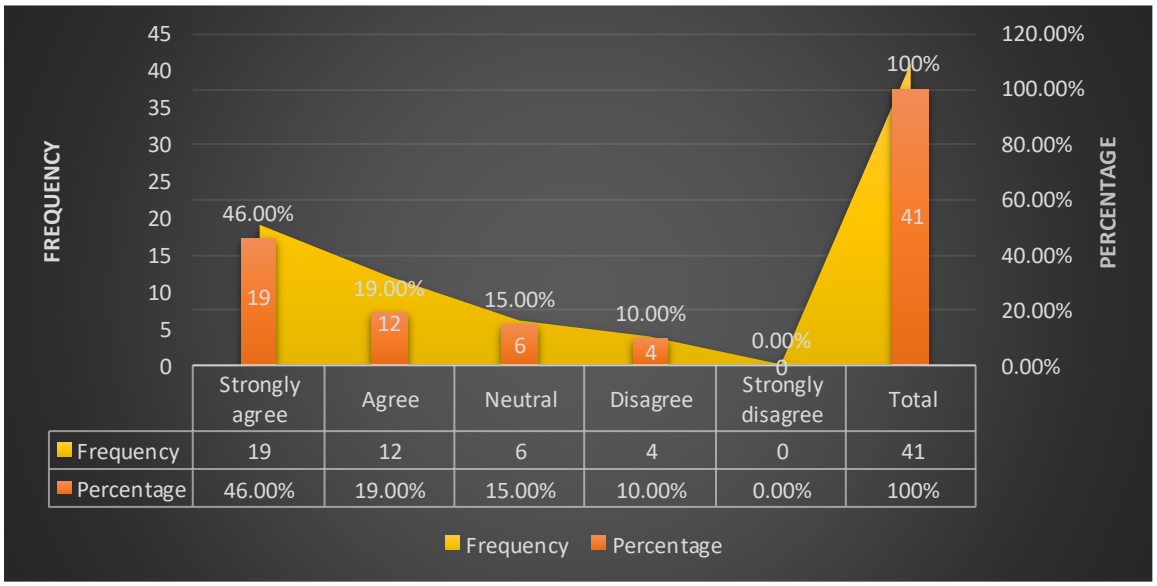


Source; own construction

The respondents seem not to be clear about what they want in this section, given that though neutral is low at 10%, 46% of them agree with the sentiments stated above, while 44% of them are in disagreement. No generalization can be made as a finding to this statement, the scores are too close to make any other assumptions. Suffice to say, that some may not trust that the management can be responsible for their career development. Besides, there are those that are close to the end of their working life, who would not worry about career development. Their focus is obviously on what they can do to be able to retire with a descent income – if any.

STATEMENT 27; A people focused leader will remove the fear factor and allow me to work conveniently. RESPONSE; It is presumed here that the manager knows that people are operating under fear, for whatever reasons, for this reason the plea is made that the management approach be changed and allow the subordinates to work. It should be understood also that the manager may simply have that as a management style without considering that it instils fear to the subordinates. The following diagram (figure 5. 33) shows the response.

Figure 5. 33 Perception that the manager puts the fear factor to get work done

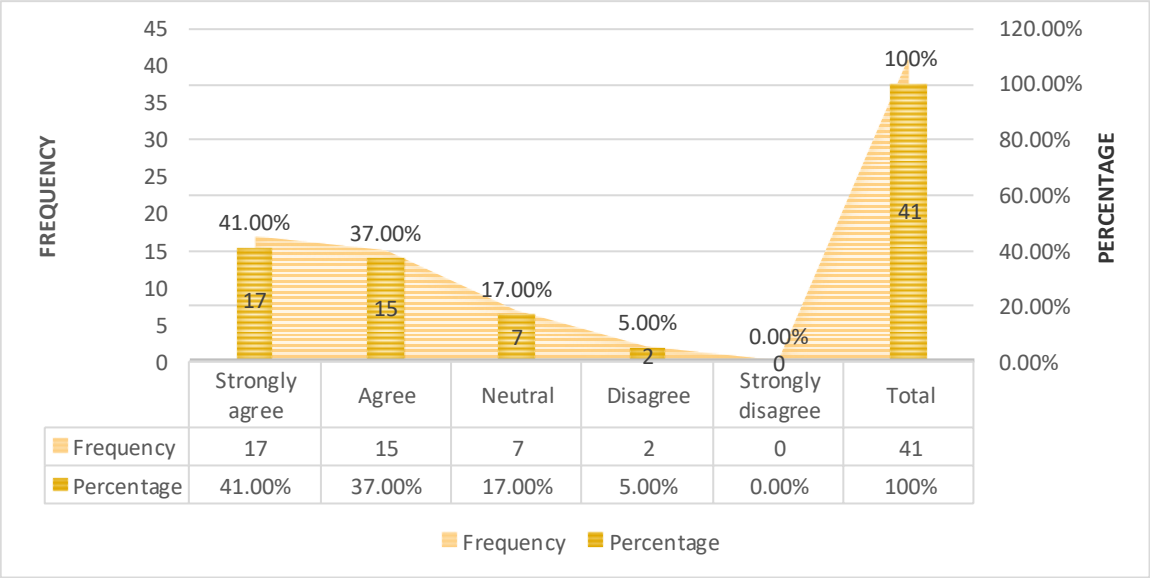


Source; own construction

Neutral stands at 15% and is higher than that of those disagreeing with the removal of the fear factor which stands at 10%. Otherwise 65% of the respondents agree that the managers put the fear factor and that it needs to be removed to enable employees to work well. Fear instils the need for people to avoid making mistakes, but makes people not to become innovative, too for fear of reprisals. Regardless of how much the fear is managed it has a tendency of reducing the levels of natural loyalty and commitment. This makes people work just hard enough to be fired, and in the process they do not excel in their performance – use of tasks to measure performance is another form of fear factor. If you do not complete your tasks you will be fired or deductions may be made to your wages.

STATEMENT 28; A people focused leader will meet my objectives before other considerations. RESPONSE; If as an employee I have objectives or expectations I would certainly expect the leader to want to focus on that. But the realistic situation, from where the study tries to check the expected extent of people focus, this is a symbiotic relationship. My objectives have to be met in the process of meeting my leaders' and organisational objectives too. The thinking of the subordinates was tested, and what they said is illustrated in figure 5.34 below.

Figure 5. 34 Whose objectives should the leader seek to please first?

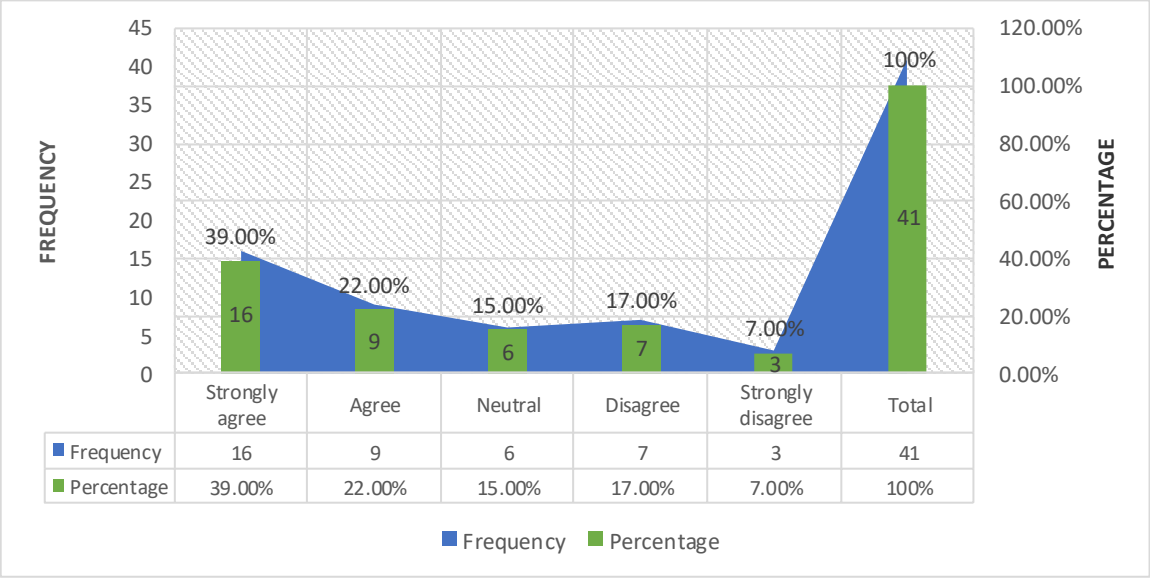


Source: own construction

It may be understood well that the employees have their own objectives and would naturally want them met. Of particular interest is their perception that the success of the organisation or of good people focused leadership should start with them first. Seventy eight percent (78%) of them perceive that it is important that their objectives be met first, possibly before those of the organisation. Whilst it can be generalized that the generality of employees want their objectives met, it should be made clear to them that the presence in a work place was because there were objectives to be met for the organisation. Only 5% of them disagreed, with 17% neutral. This is a good starting point for a manager, managers need to inform the workforce about the purpose for the projects they are involved in, and enable them (the employees) to appreciate that the relationship is a typical “one hand washes the other” situation.

STATEMENT 29. A people focused leader knows that I have to satisfy physical needs [money] before social needs [pleasure]. RESPONSE; It is a given that people come to work not to look for social needs but to satisfy physical needs that will lead on to the social needs. This is in line with Abraham Maslow’s hierarchy of needs theory and is not disputed. However, the statement wanted to arouse some interesting aspects in that the researcher wanted to know how the respondents rate physical and social needs in relation to the role of the manager in the workplace. Their responses are displayed in figure 5. 35 below.

Figure 5. 35 Prioritisation of social and physical needs by employees from manager

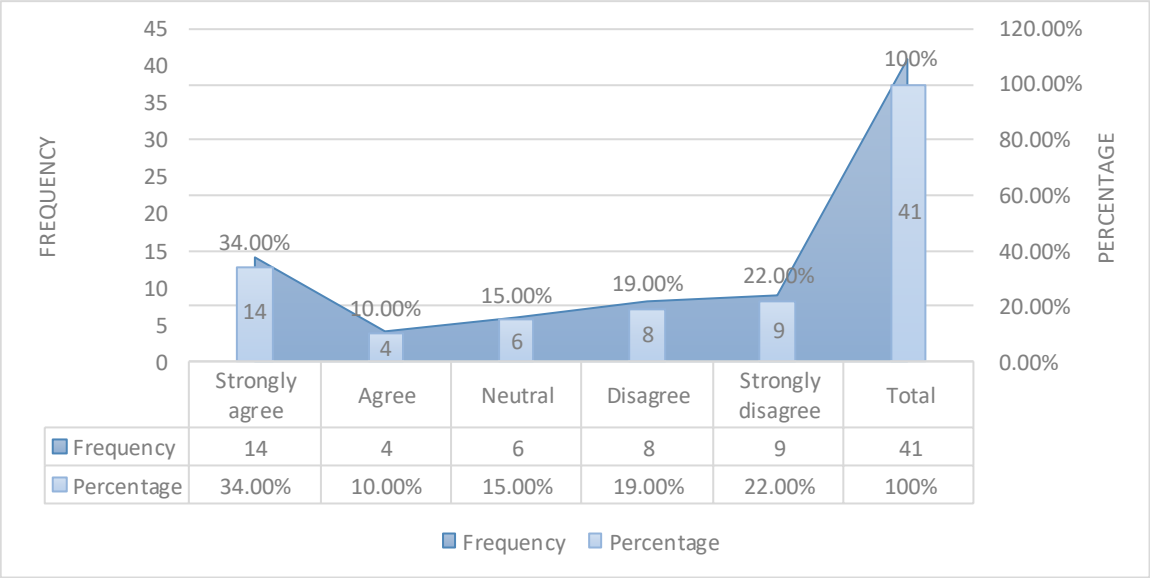


Source: own construction

Sixty one percent (61%) of the respondents think that their physical needs should come first, it not clear how and where they expect these to come from before the objectives of the organisation are met. Chief amongst the organisation's objectives would be to have income / profit so that they can sustain their businesses. Fifteen percent (15%) of the respondents were neutral with only 24% disagreeing with the sentiments expressed by the majority. It is interesting that the respondents feel that way, but it could be it was with the understanding that the organisation has been in existence before them and as such it would have ample reserves.

STATEMENT 30. Have a leader focus on completion of tasks than discuss social issues. RESPONSE; Whilst there is the need for the leader / manager to socialise and get close to people, it may be necessary to instil the sense of responsibility into the minds of the workers. According to the Y theory, employees are responsible people who love their jobs and would want to see progress take place in the organisation. The responses here would indicate what the employees would consider priority between the tasks and social life. The diagram below (figure 5.35) illustrates the responses from the survey.

Figure 5 36 Managers when socialising need to focus on tasks or social issues



Source: own construction

Another instance when the respondents were torn apart and could not produce any scores that would allow generalisations. Neutral is not high at 15% yet those strongly agreeing and agreeing together make 44%, leaving the other 41% strongly disagreeing and disagreeing. It is not clear why the respondents could not stand out on their perceptions about this, nor can we derive anything from those who are indifferent. It however suggests to the researcher that the issues of social relationships and job relationships at the work place seem to have equal importance to the workers.

5.4 SUMMARY FOR THE CHAPTER

Clearly the survey has identified certain aspects of both task focus and people focused previously unknown to the researcher. These will be dealt with extensively in the next chapter (summaries, conclusions and findings) to the extent that all the findings will be brought together and analyses. The current analysis of this chapter involved the breaking down of the questionnaire into its finer components and analyzing and interpreting question by question as it appeared in the research tool. This was deliberately down to enable focused coverage of the different questions and allowed for constant reference to the theories that were covered in the thesis prior the results. The first part, as alluded to at the beginning of the chapter helped in the identification of suitable candidates for the research – the biography. The second part of the instrument was the Likert scales that were ranked – pre-stated statements

derived from the literature review were ranked by the respondents, from which illustrations were constructed which were used for convenient understanding and interpretation of the relationships. The third part of the questionnaire comprised of open ended questions (qualitative) where the respondents responded freely to the questions. This helped provide extra information that may not have been asked for specifically in the study. The next chapter puts together all the information from the thesis with specific emphasis on the findings from the research on the basis on which conclusions and recommendations were made.

CHAPTER 6 –

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The key objective of this study was to evaluation of the impact on project based by a people-focused leadership; a survey of selected project based industries in the Cape Metropolis. With the high demand of project management skills in our Government and other industries I figured out Project Management competency could be the one key factor for managing projects. The key responsibility of successful project manager is put squarely on the shoulders the project management skills for coordinating all project tasks and activities. It is clear that if the project management process end up don't being achieved, and that becomes the project manager responsibility. When project is well implemented the Project owner received all respect and praise for a project that is well executed. Most of the time when the project is on execution the project manager is identified as the official leader of the project team and all task need to be done for the success of the project. In previous chapter of the study all findings of the study were presented in relation to the research objectives as outlined from chapter one of this study. The research objectives were (Primary objectives) to establish the impact of people focused leader to the performance and acceptability by the followers. (Secondary Objective) were to identify positive aspects of people-focused leadership as perceived by the followers. To identify the negative aspects (if any) of the people focused leadership style as perceived by the followers. To assist in determining acceptable leadership styles to complement existing leadership training programs in the organisation**.**

In this chapter we look at the findings as per the data that was collected from the survey, questionnaires and the objectives of other previous chapters are discussed. The reason and the purpose for discussing objectives of other chapters is to determine that there is a connection between the new data from the. The recommendations on the study will set out all the areas where there is work was done and also stated out what still needs to be done to better the skills of leaders, managers, project managers. In order to have better leaders we must have best study that identify what required from the leader to be the best leader and best project manager.

6.2 SUMMARY OF OBJECTIVES OF PREVIOUS CHAPTERS

The study concept was introduced in the first chapter and importance of the study was also address and highlighted. An overview from existing literature on leadership styles in general and project leaders in particular was presented. Literature review was briefed in first chapter and a study gap was identified and that help when time to structure was the problem statement. The problem statement of the study was followed logically by the stipulation of the research objectives, research design and research methodology. The target population of the study was discussed including the sampling, sample size, research instrument, data collection method and data analysis and limitations of the study. The ethical consideration was also discussed in the study and the research was clarified as having no ethical problems and got Ethical Clearance certificate.

Chapter two defines leadership. It introduced the concept of the leadership types, namely transactional leadership, transformational leadership, Laissez-Faire leaders, Autocratic leaders, Authentic Leadership, Shared Leadership, Democratic leadership, Ethical leadership, and authentic followership that are used in project context. The difference between leaderships styles are discussed in the study and the advantages of these style are clearly discussed. A further in-depth discussion of the difference between leadership and followership are highlighted and briefly discussed. In the chapter also discussed the four factors of transformational leadership. The chapter concludes by further to discussed five models of the personality traits

Chapter three of the study introduces the contrasting task focus and people focus leadership style. An in-depth analysis of components of transactional leadership and transformational leadership. In the study the definition of people focused and task focused leadership was discussed and cleared. In this study we further focused on the contrasting people focused and task focused leadership was discussed. Also measure project success as well of task-oriented leader and People-oriented leader. The study also take a look on human-oriented leadership, task-oriented leadership and charismatic leadership. An in-depth analysis of the conflict management, affect management and motivation styles of leadership. Then took focus on the order of priority for people related factor.

Chapter four introduces the study of the chapter and after focus to the research design: selection of research approach, design of sampling plan, design of experiment, and design of questionnaire. The theoretical aspects of research methodology, research strategy and target population. On the target population took look on the sample selection and methods of sampling. The sample size was also

discussed on the study. The method of data collection, data analysis, data validity and reliability. Them we also focus on sampling bias. Ethical consideration for the research was considered are all was cleared. The assumption made for the study was discussed, scope and limitation of the study was addressed and the study was summarized.

Chapter five address the results and findings of the research. The study findings are illustrated on graphs and tables with explanations and interpretations accompanying each graph based from the responses collected from for the respondents. The results and findings are discussed in details. The chapter concludes by starting that the respondents also are agreed that the lack of people leadership style impact the success of employee performance and project success.

6.3 DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

These are the main factors of the results and findings in the research. Chapter five briefly discussed the finding and recommendations are given for the study. The study recommendations and conclusions are determined and illustrated based on the researcher understanding and interpretation of the data collected while conductive interviews and questionnaires. The objective is an intended or expected outcome of an undertaking, in this instance the research has set out a few objectives and expected outcomes from the study. Many times projects have failed due to the project managers not having the leadership skills and sometimes applying leadership style that doesn't work for their employees. In order for project to succeed as the project manager you need to ensure that project team members are all happy and excited to work with you and in any project. It is that very important for the project manager to be available when the team member job interviews are conducted so that he/she will chose the best candidate he believe that will deliver under the project manager's leadership styles. Sometime personality traits are more imported than the qualification of an individual. It is recommended that the project leader to be flexible and able team member to work on what they believe it will work very well for the project success. The transactional leader must use the factor analyses the project members, observations on their personal behavior, conduct an one on one interviews with all close project team member (depends of scale of team member quantity or number), and the descriptions of a follower's ideal leader.

The project leader must have the ability to motivate and influence project team to do their best with what they have. Project leaders must have the ability to persuade their team members to work extra and beyond the minimum work expectations in order to achieve project goals. The project leaders have the ability to motivate, stimulate and to inspire their project team members to contribute voluntarily towards a common vision, mission and goal of the project. The project leader have an ability to groom and making positive impact to the lives of followers by provide guidance and mentorship. As the project leader you must be multi skill as you will be dealing with many factors within the project such as:

- Human Recourse
- Finances
- Legislations, policy and laws
- Unforeseen circumstances

As the project leader you must be able to delegate and trust people that you are working with. The project leader must have understanding of soft and hard skill of the project that will be busy with, that will help for monitoring and evaluation of the project. The leadership style of the project leader will enable to establish which skills or angle to use when dealing with project team members, this will also be determined by the cultural diversity of the project and project team as we work in different areas with diverse people who may have different expectation when comes to their leader. An effective leadership style may not be fully effective or ineffective in cultural grouping, as they are different and unique to one another it doesn't require a one fits all approach.

6.4 AREAS FOR FUTURE RESEARCH

This study took more focused on an evaluation of the impact on project based by a people-focused leadership; a survey of selected project based industries in the cape metropolis. When I will do another study some other time I will want to focus more in depth with one industry and put more. As project management has been evolved over some couple of decades I think as the researcher I should focus on other ways of managing other kinds of project principles and tools such as SCRUM and AGILE approach, as some of projects now that are being managed are not only tangible projects.

The objectives of the study was to study took more focused on an evaluation of the impact on project based by a people-focused leadership, focusing on the

metropolitan. The study revealed that to promote an inclusive decision from all project team to ensuring that the environment for all people that are working in. There is an open communications for project information from bottom down and down to bottom. Project leader manager must provide effective feedback all the time. Project leader/ manager must delegate some task and provide authority to team members in order for mentorship or career development and growth. The project leader must encourage and enforce good conflict resolution skills all the time people are diverse. Project leader/ manager must couch, mentor, and provide training to project team members on new tasks. Project leader/ manager must all the time evaluate, monitor and keep track of all task by level of their importance as he/she is the manager/ leader of the entire project. Always subdivide large tasks into small manageable tasks. Project leader must be always an example to project team members by always being on punctual and meeting deadlines. The project leader must provide team members some of the responsibilities so that they can also feel part of the project. In order the project leader to succeed he/she must get support from the senior management. The project leader/ manager must be skilled and share his/her skills to its followers. Project leaders must keep on motivating the project team, be able to troubleshoot and be committed to all project stakeholder and team members. The project leader/ manager must be strong, firm and have detailed plan and designs for the success of the project. The project leader manager must be adequate in financial budget. The format that was used in chapter five following question and response per every question as given in the research instrument is followed here. The sections covered in sequence are, the biography, the Likert scale (rankings) and the open ended questions.

SECTION A – BIOGRAPHY

The Biography section was primarily meant to identify respondents that qualify, and provide more information on their nature and experience. This would further assist in deciding on the suitability of their contribution, reliability and validity of the findings of the survey. The format used in answering and discussing the findings in chapter 5 is used again, since it enables the researcher to cover all questions in considerable detail and allow for conclusions and recommendations. Therefore each question is repeated as it is in the research instrument and a conclusion of the finding is entered into based on the responses from the survey. Recommendations are made for each

question (response to a question) and the researcher suggests what is considered to be information ideal for the research.

QUESTION 1 What is your position in the organisation? The position in the organisation would separate managers from subordinates, or at least identify managers who also have their own line managers. Both these would be able to understand what it means to have a task-focused or people-focused leader. **Conclusion;** From the findings 99% of the respondents were project practitioners of one form or another, and each one of them reported to a line manager of sorts. It can be concluded therefore that the population interviewed is relevant to the study. **Recommendation;** It is recommended that all research in project execution should necessarily involve exclusively those people working in projects. The project environment is different from other traditional management environments and therefore needs different leadership styles for effective execution.

QUESTION 2 How long have you been involved in projects at this level? The length of service gave respondents a better idea and an opportunity to have compared leadership styles from different managers. **Conclusion;** The majority of the respondents (70%) identified themselves as having been in projects for a period longer than 6 years. Though 30% of them ranged between 0-5 years, it is not clear who had served for what period. It can however be concluded that the respondents generally had adequate experience to be able to make a comparison between task-focused and people-orientated leadership. **Recommendations;** The level of exposure in terms of years may need to be reduced to start from those who are two years and above to avoid those that have just started.

QUESTION 3 Are you involved in project team management? Team managers would most probably be among those that should be studied, hence this question was asked. **Conclusion:** 71% of the respondents indicated that they attend team meetings, this is where most problems and solutions as well as operational issues are discussed. It is here concluded that the respondents have adequate exposure at different levels to identify the different leadership styles in the project environment. **Recommendation;** It is recommended here than most of the respondents sitting in the project team meetings have regular training programs on effective leadership, since some of these may eventually become the project leaders and supervisors.

QUESTION 4 How regular are your project meetings? The regularity of the project meetings would indicate the likely frequency of the showing out of these leadership styles by the line managers or supervisors. The more they interacted the higher the probability that they would show their true nature. **Conclusion;** 91% of them indicated that meetings were on the average called for in a somewhat meaningful way. It is concluded that the great interaction in the meetings would allow for individuals to show their true colours. **Recommendation;** It is again recommended that training should be fairly well regular for practitioners at the different levels of operation to allow for passing on of vital information to other members.

QUESTION 5 Who calls for the meetings? This merely sort to identify if the regularity of meetings was fixed or was it possible for the members to call a meeting they see a need. That would also show certain aspects of the type of management in the systems under study. **Conclusion;** Close on 84% of the member called meetings (ranging from anyone, project managers or senior managers) and it can be concluded that there is an impression of an organisation that is willing to listen to solve problems. **Recommendation;** It is recommended that the prevailing spirit where meetings can be called by anyone when there is a need should be encouraged, it gives the impression of an organisation that listens to its people when they show need.

QUESTION 6 Are there senior managers responsible for the day to day operations? Here we seeking to find are the manager involving their selves on day to day operations. **Conclusion;** this question sought to seek the involvement of senior managers on project execution, it came to the conclusion that about 84% of manager are involved in day to day operations. **Recommendation**; it is recommended that all managers must be involved in all operation in their respective so that they will be aware what is happening and they can see all negative issue or impact on time.

QUESTION 7 What type of industry do you work in / are you involved in? Knowing the industry will help on figuring what expertise the company is needs and what work they are busy with. **Conclusion;** There are different types of industries that use projects management techniques. We are shown in the research that

number of people were there are number of industries that were interviewed. Recommendation: all industries are similar and all their ways of managing are similar.

SECTION B

Section B involved the measurement by use of the Likert scale. This scale is designed specifically to measure the extent or intensity of the acceptance or disagreement with a statement. Thus the statements are plotted on a continuum starting from a level of high to low or vice versa measuring the intensity as indicated by the respondent. In this scale the measurement is based on the scale of strongly agree, agree, neutral, disagree and strongly disagree. The scale assumes that the distances between items are equal with all items considered as replications of each other. Statements are made (not questions) to be measured by the respondents, these statements normally emanate from the information from the literature review. In a sense therefore, the statements seek to gauge the authenticity of the theoretical assumptions made during literature review. Each statement is therefore numbered and followed by the response from the respondents indicating the intensity by diagrammatically expressed. These illustrations (diagrams – pie charts, bar charts, histograms, graphs, tables and any other illustrations) are explained item by item.

STATEMENT 1 A good manager reinforces behaviour and performance by contingent rewards. Contingency theories are based on the X theories which postulate that employees are generally lazy, don't like their work and need close supervision. **Conclusion;** 51% of the respondents disagree with the contingency theory and implying that they prefer to be accepted as responsible people. **Recommendation;** It can be recommended here that managers who are well trained in the different leadership styles will be able to adjust to their work environment and become effective.

STATEMENT 2; A good manager pays close attention to the employees to avoid costly errors. In this statement we seek to emphasize the need of managers to be involve in day to day work**. Conclusion;** Interestingly, 37% of the respondents agreed with the statement although 34% did not. **Recommendation:** Working in close look with your manager or supervisor can save companies money as most employees will work dedicated and try to impress manager.

STATEMENT 3; Encourages me by giving me tasks for which I am remunerated well. It always great for everyone to do work they were employ to do**. Conclusion; 73**% of employees agreed that if works well for them to be ruminated for the job that they are doing. **Recommendation**; we all need to be paid well for what we are doing, the best is to remunerate the employee according to the work they've done.

STATEMENT 4; Sets tasks to measure performance and abilities of the employees. Each individual has different strengths and weaknesses, employer's needs to know these attributes of their employees, giving your employees a task will be one of the best ways to test them. **Conclusion;** the study shown that at least 86% of the respondents actually believe or agree that setting of tasks is a good way to measure performance. This makes it easy even for the employees to be able to find a right person for all task that they are having. **Recommendation;** all employees' strength and weaknesses must be tested for the good of their performance.

STATEMENT 5; Works to schedules by giving tasks since projects are time bound. As part of project management schedule is very important and the manager must ensure the scope is finished on time and with the given resources. **Conclusion;** 54% responded strongly agreed with the statement. Employees must be trained that all work they are doing but me measured on time, schedule and scope. **Recommendation;** All manager must encourage employees to stick on scope and schedule of work.

STATEMENT 6; A good manager rewards people according to performance which is very fair to all. RESPONSE; every employee what's to be rewarded to the work that they accomplished**. Conclusion;** in a survey a total of 83% agreed with the statement as they see that employees will benefit at the end of the day. **Recommendation**; everyone need to be rewarded for work done, the managers must ensure that they remunerate their employees according to their performance and complexity of work.

STATEMENT 7; A good manager won't sympathise with people who cover up for laziness by pretending to have problems. Everyone get sick and do get tired and need space and time to heal or rest**. Conclusion**; 61% of respondents has mixed responses when it comes to this statement, manager must sympathize and

use skills and ways of monitoring employees. **Recommendation**; everyone has the right to take a sick leave or annual leave, everyone get sick and tired, so manager must sympathise with employees.

STATEMENT 8; A good manager won't allow hard workers to suffer when the lazy have excuses. People are not equal, we have work dedicated one and the once who just at work for earning a salary**. Conclusion;** As expected the majority of the respondents (78%) agree with the statement, and echo the previous position that people should be rewarded according to their performance. Everyone must do work that was allocated to them. **Recommendation;** the manager must have a system to assess performance of their employee, they must not use those who work hard and cover for those who don't perform.

STATEMENT 9 A good manager knows that people who want to work have to motivate themselves. Every employee need to be motivated so that they can perform at their best. **Conclusion;** A majority of 86% of the participants agreed with the statement, share the view that good managers should know that good workers are self-motivated. **Recommendation;** not all employers are lazy maybe other just need to be motivated in order for them to perform in their best.

STATEMENT 10; A good manager pushes employees to work. In order for the employees to perform a manager must be encouraging, there are different forms that can be used to push employees to work, and this comes largely from the manager's perception about causes for good performance**. Conclusion** 95% of responded did agree with the statement, as the manager you cannot force people to perform, if you do they will do what you required them to do and not giving all to their work. **Recommendation;** It can be generalized that the employees do not believe that it is good management to "push employees to work.

STATEMENT 11; Good managers understand your situation and empathise with you when you are in need. Managers need to sympathize with their employees. **Conclusion;** 71% of the respondents disagreed with the statement suggesting that good managers should not sympathise. It is suggested that managers should understand and be firm to the employees so they don't take

advantage. **Recommendation;** Manager must balance all the situation, people are different and managers should treat all the situation with that mindset.

STATEMENT 12; I can sacrifice pain for a leader-friend without expecting a reward. The power of relationships is under scrutiny here and the assumption made was that people are social beings, not everything is about being rewarded. **Conclusion; 68% of respondent agreed with the statement and think that a** leader-friend relationship is important for them. This is the majority and can therefore be generalized that people are impacted on positively by a manager who shows friendship towards them. **Recommendation;** Managers/ leaders are also human beings, they have feeling too, in order for the manager to be successful they must also show they employees that they are human too.

STATEMENT 13; Good managers allow you to work without setting daily tasks. Micro managing can be dangerous for a company**. Conclusion;** 78% of the respondents agreed that a good for managers that work without giving daily targets can is a good one although subordinates think it is good management to be given tasks. **Recommendation**; Good manager my provide employees with task without micro managing them, employees must plan their day according to work they have in hand.

STATEMENT 14; Good managers create incentives to motivate weak/needy workers. All employees do need support from their managers for personal things. **Conclusion;** 68% of respondents were of the view that it is good leadership for a manager to identify and incentivize weak employees to enable them to perform. **Recommendation;** if the managers can identify weak employees, they can therefore work out a way of making them to perform. Specifically where performance is directly associated with rewards it may be a good people focus strategy.

STATEMENT 15; Good leaders understand, believe and have trust in their employees. A manager cannot work with people that he/she don't trust. **Conclusion;** 68% of respondents agreed with the statement, a leader who trusts subordinates and who may trusted by subordinates may only do that because they have a focus on the wellbeing of the employees. **Recommendation;** A manager

should not think negatively about the employees, they must allow them room to perform on their own so that they can guide and build them.

STATEMENT 16; A good manager knows that people are self-motivated and don't need supervision. The less the manager micro manager the better for the employees to perform. **Conclusion;** 68% of the respondents do not agree that managers know that employees are self-motivated and therefore do not need supervision. This may also reflect on the possibility that the respondents may be saying that 68% of the times they, the subordinates are not self-motivated. **Recommendation;** Studies on motivation show that people do not have the same motivation level, just as they do not have the same personalities in the basis of which an accurate generalization can be made.

STATEMENT 17; Good leaders are people focused and change organisational cultures. A leader must be an all-rounder. Conclusion; 73% of the respondents do not agree that people focus is a sign of good leadership. It was expected that the respondents, as project practitioners understood the need for people focus because they are people as well as employees themselves. **Recommendation**; you cannot lead if you cannot work with people, Work is done by people through people for people, and with this in mind, it is only befitting to focus on people. But, as alluded to above, there is no one standard for people, be they leaders or followers, each has their own perceptions about things.

STATEMENT 18; Even without remuneration a good leader develops and empowers subordinates. Some people do not need money to perform, that need a good leader. **Conclusion;** Three quarters (75%) of the respondents are of the view that empowerment without necessarily including remuneration is a sign of good management. One of the functions of management is to motivate employees to perform, and this result clearly shows that empowerment can be used as a strong motivator. It leaves to be explained what specific types of empowerment would motivate subordinates outside of their remuneration matters. **Recommendation;** It is of paramount importance for managers to know what motivates followers, in as much as remuneration is necessary. Not everyone need money, other they need happiness and do what they love and enjoy.

STATEMENT 19; A relationship driven leader earns my trust, confidence and respect. A leader is someone who provide a direction for followers, so a leader must be trusted**. Conclusion;** A people focus is positively associated with the levels of trust and confidence that the subordinate will have towards their manager. 80% indicates overwhelmingly that relationships with the leader / manager is appreciated greatly by subordinates in the workplace. **Recommendation;** employees spend most of their time at work with their co-workers and managers, the manager must create a comfortable environment for employees. Leaders and followers may form relationships that create a degree of self-confidence in the human being when they feel that they are accepted by their friends, peers, etc.

STATEMENT 20; If there is no fear, my commitment is genuine and long lasting. If the leader do not force or intimidate followers, the leader will receive the best from the followers**. Conclusion;** Eighty percent (80%) of the respondent's state that they only have commitment to their work if there is no fear or threats on their wellbeing. **Recommendation;** A leader must not require to be feared in order the followers to perform, leaders must be firm but not forcefully, leaders must be flexible to all situations and the will see how good their followers will perform.

STATEMENT 21; I can work very hard with little pay where there is a good relationship. Money will never buy happiness. Conclusion; 86% agree with the statement and are of the view that they would rather have friendship before they have the remuneration. It would appear that the basic need for a human is socialization first before they think otherwise. **Recommendation;** human being is a complete individual comprising of many aspects that are intertwined, this is what complicates any effort to understand a human being. Other people are in hospital bed because of depression and stressed caused by their work, other marriage and relationship with the love once ended. Money cannot buy happiness.

STATEMENT 22. I can work hard with a good reward where there is no good relationship. Some employees care less about relationship, their focus is remuneration**. Conclusion;** 75% of them in total are of the view that they are prepared to forego bad relationships with their managers as long as they themselves get what they may consider to be good remuneration. Some people are looking for money more than relationship, more the money the better. **Recommendation;** this is

essentially a counter of the preceding question, deliberately put to measure the extent of correctness or degree of willingness to forgo remuneration in the quest for a good relationship.

STATEMENT 23; Endure pressure & earn good money than have a leader's sympathy. People will consider earning more than less and take care or pressure and stress on their way**. Conclusion;** 63% prepare to bear pressure as long as they get rewarded, people rather deal with all pressure and stress while they are working, they will prefer to earn money and care less about leaders who do not have sympathy. **Recommendation;** It is a reality of life, people rather have a manager who is no sympathy than not working, in these day people looking for Job not good leaders/ managers.

STATEMENT 24; Rather be understood and accepted with less money than be ignored. Other people need to be loved and care of that being ignored**. Conclusion;** (75%) of the respondents would not want to be isolated and ignored in their workplace, choosing rather to work in an environment where they are accepted even though not well paid. Most employees need to work at the environment where they will be happy and treated with dignity. **Recommendation;** Being ignored would mean social isolation, and possibly looked down upon and segregated on. Being isolated at the workplace is the same as being isolated like the forenamed. This would therefore assist in understanding the extent people can take up isolation for the sake of income. People spend most time at work, so they will prefer to earn less than being ignored and stressing at their workplace.

STATEMENT 25; Have someone develop me in my career and earn little for now. Self-development and empowerment play a major role in employee's wellbeing**. Conclusion;** 83% of respondents agreed that they would be prepared to have someone develop them now. Such a leader will be people focused and consequently would be forward looking. It would appear the task focus element may remain important even though the focus has been shifted to developing employees. **Recommendation;** This may attract different views, and possibly dependent on the age of the individual responding. A young employee with many years ahead of them may be willing to be "developed" even if they may not well be remunerated at the present moment. Someone advanced in their life have little is any years to be

developed and then gainfully employed. Empowerment is the best investment to all employees.

STATEMENT 26; A people focused leader will allow me a good salary so that I can develop myself and not depend on her/him. The better the salary the happy the employees the performance will increase**. Conclusion;** The respondents seem not to be clear about what they want in this section, given that though neutral is low at 10%, 46% of them agree with the sentiments stated above, while 44% of them are in disagreement. **Recommendation;** People have different thoughts about how they want to be developed or develop their careers, given that the choice of career may not be in harmony with the requirements of the organisation.

STATEMENT 27; A people focused leader will remove the fear factor and allow me to work conveniently. The less the fear the well performance from employees**. Conclusion;** 65% of the respondents agree that the managers put the fear factor and that it needs to be removed to enable employees to work well. Fear instils the need for people to avoid making mistakes, but makes people not to become innovative, too for fear of reprisals **Recommendation;** It is presumed manager knows that people are operating under fear, for whatever reasons, for this reason the plea is made that the management approach be changed and allow the subordinates to work. The more the manager loosen up the better performance the subordinates will provide.

STATEMENT 28; A people focused leader will meet my objectives before other considerations. Leaders must at least meet their followers half way**. Conclusion 78% of respondents agreed with the statement,** particular interest is their perception that the success of the organisation or of good people focused leadership should start with them first. Managers need to inform employees about the purpose for the projects they are involved in, and enable them to appreciate the work in hand and all employee deserve to be inform about the progress, achievement and failure of the project. **Recommendation;** if an employee have objectives or expectations they would certainly expect the leader to focus on that. But the realistic situation, from where the study tries to check the expected extent of people focus, this is a symbiotic relationship. My objectives have to be met in the process of meeting my leaders' and organisational objectives too.

STATEMENT 29. A people focused leader knows that I have to satisfy physical needs [money] before social needs [pleasure]. Money will support social needs**. Conclusion;** 61% of the respondents think that their physical needs should come first, it not clear how and where they expect these to come from before the objectives of the organisation are met. They should ensure that the organisation is performing so that the organisation can be able to supplement their physical needs. **Recommendation;** It is a given that people come to work not to look for social needs but to satisfy physical needs that will lead on to the social needs. The main reason most people seek for employment was to make earning, social need will be supplemented better when the is an earning.

STATEMENT 30. Have a leader focus on completion of tasks than discuss social issues. All leader need to ensure task in hand is completed on time, cost and scope. **Conclusion; there was a mix response on this statement where** 44%, agreeing and 41% disagreeing. It is not clear why the respondents could not stand out on their perceptions about this, **Recommendation;** there is the need for the leader / manager to socialise and get close to people, it may be necessary to instil the sense of responsibility into the minds of the workers. A good leader/ manager must be able to motivate employees to be responsible and finish the tasks in hand on time, cost and scope.

6.5 SUMMARY FOR THE CHAPTER

Clearly the survey has identified certain aspects of both task focus and people focused previously unknown to the researcher. These will be dealt with extensively in the next chapter (summaries, conclusions and findings) to the extent that all the findings will be brought together and analyses. The current analysis of this chapter involved the breaking down of the questionnaire into its finer components and analyzing and interpreting question by question as it appeared in the research tool. This was deliberately down to enable focused coverage of the different questions and allowed for constant reference to the theories that were covered in the thesis prior the results. The first part, as alluded to at the beginning of the chapter helped in the identification of suitable candidates for the research – the biography. The second part of the instrument was the Likert scales that were ranked – pre-stated statements derived from the literature review were ranked by the respondents, from which

illustrations were constructed which were used for convenient understanding and interpretation of the relationships. The third part of the questionnaire comprised of open ended questions (qualitative) where the respondents responded freely to the questions. This helped provide extra information that may not have been asked for specifically in the study. The next chapter puts together all the information from the thesis with specific emphasis on the findings from the research on the basis on which conclusions and recommendations were made.

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APPENDIXES /APPENDICES

QUESTIONNAIRE

TITLE; THE IMPACT OF PEOPLE-FOCUSED LEADERSHIP ON A SELECTED PROJECT-BASED ORGANISATIONS IN CAPE TOWN, SOUTH AFRICA.
This is a voluntary exercise and you are not compelled to participate, you are also able to withdraw at any stage during this research. Your information entered herewith is strictly confidential and will not be passed to any authority.
Please sign to give permission to complete this questionnaire: Signature: Date:

SECTION A; BIOGRAPHY

PLEASE ANSWER BY TICKING / CROSSING THE APPROPRIATE BOX BELOW.

1. What is your position in the organisation?

Project manager	Finance manager	Engineer	Part of project team

2. How long have you been involved in projects at this level?

0 - 5 years	6 – 10 years	11 – 15 years	16 – more years

3. Are you involved in project team meetings?

No	Sometimes	Fairly regularly	Always

4. How regular are your project team meetings?

No meetings	For problems only	No stipulated times	Regular times

5. Who calls for the meetings?

Any team member	Project manager	Senior manager	Have set dates

6. Are there senior managers responsible for the day to day operations?

No one	One involved daily	Many involved	The team only

7. What industry are you involved in? Please indicate in the boxes below.

Construction	**I.T.**	**Events**	**Other**

8. If other please specify; ……

9. Mention anything else in relation to the above

……

……

……

……

SECTION B;

PEOPLE FOCUSSED LEADERSHIP

Please rank the following by crossing the most applicable. The weightings are; 1 to 5 on an increasing scale (1- strongly disagree, 2 – disagree, 3 – neutral, 4 – agree, and 5 – strongly agree.

	EVALUATING THE IMPACT OF PEOPLE FOCUSED LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES DURING PROJECT EXECUTION **TASKS**	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	MEASUREMENT OF PERFORMANCE *An effective leader*					
1	Reinforces good behaviour and performance by contingent rewards	1	2	3	4	5
2	Pays good close attention to the employees to avoid costly errors	1	2	3	4	5
3	Encourages me by giving me tasks for which I am remunerated well	1	2	3	4	5
4	Sets tasks to measure performance and abilities of the employees	1	2	3	4	5
5	Works to schedules by giving tasks since projects are time bound	1	2	3	4	5
6	Rewards people according to performance which is very fair to all	1	2	3	4	5
7	Won't sympathise with people who cover up for laziness by lying	1	2	3	4	5
8	Won't allow hardworkers to suffer when the lazy have excuses	1	2	3	4	5
9	Knows that people who want to work have to motivate themselves	1	2	3	4	5
10	Pushes employees to work and rewards them – carrot and stick plan	1	2	3	4	5
	PEOPLE					
	PEOPLE AND EMOTIONS AS THEY RELATE TO WORK	1	2	3	4	5
11	Good managers understand your situation and empathise with you	1	2	3	4	5
12	I can sacrifice pain for a leader-friend without expecting a reward	1	2	3	4	5
13	Good managers allow you to work without setting daily tasks	1	2	3	4	5
14	Good managers create incentives to motivate weak/needy workers	1	2	3	4	5
15	Good leaders understand, believe and have trust in their employees	1	2	3	4	5
16	We know that people are self-motivated and don't need supervision	1	2	3	4	5
17	Good leaders are people focused	1	2	3	4	5
17	Good leaders are change organisational cultures					
18	Even without remuneration a good leader develops and empowers	1	2	3	4	5
19	A relationship driven leader earns my trust, confidence and respect	1	2	3	4	5
20	If there is no fear, my commitment is genuine and long lasting **ALTERNATIVES**	1	2	3	4	5
	I WOULD RATHER,	1	2	3	4	5
21	Work very hard with little pay where there is a good relationship	1	2	3	4	5
22	Work hard with a good reward where there is no good relationship	1	2	3	4	5
23	Endure pressure & earn good money than have a leader's sympathy	1	2	3	4	5
24	Rather be understood and accepted with less money than be ignored	1	2	3	4	5
25	Have someone develop me in my career and earn little for now	1	2	3	4	5
26	Have good pay and develop myself than be at the leader's mercy	1	2	3	4	5
27	Live with the fear factor and earn much than have love without good pay	1	2	3	4	5
28	Have my objectives first before the leader or company objectives	1	2	3	4	5
29	Have my physical needs [money] before my social needs [pleasure]	1	2	3	4	5

30	Have a leader focus on completion of tasks that discuss social issues	1	2	3	4	5

Anything else you want to say about the above, please write here.

1……

2……

3……

4……

5……

A good leader focusses on both social and physical aspects of the human being

SECTION C

OPEN ENDED QUESTIONS

1. **List 5 negatives you have about task-focussed leadership styles you know.**

- ……..
- ……..
- ……..
- ……
- ……

2. **List 5 positives you know about task-focussed leadership styles you know.**

- ……..
- ……..
- ……..
- ……
- ……

3. **List 5 positives about people-focussed leadership style you know / have experienced**

- ……
- ……..
- ……..
- ……
- ……

4. **List 5 negatives about people-focussed leadership style you know / have experienced.**

- ……
- ……..

- **……..**
- **……**
- **……**

THANK YOU FOR PARTICIPATING.