

**INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE OF
CONSTRUCTION PROJECTS: A CASE OF HOUSING PROJECTS
IN WESTLANDS SUB-COUNTY, NAIROBI KENYA.**

**BY
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Requirement for the Award of the Degree of Master of Arts in Project
Planning and Management of the University of Nairobi.**

2017

DECLARATION

This research project report is my original work and has not been presented for an award in any other institution.

Sign.....

Date.....

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L50/73606/2014

This research project report has been presented for examination with my approval as the appointed University of Nairobi supervisor.

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DEDICATION

This study is dedicated to my parents Patrick and Grace, my siblings Mathew, Brina, Samuel, Ruth and Benjamin for their prayers, support and encouragement during my pursuit of master's degree.

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ABBREVIATIONS AND ACRONYMS

ACWP	Actual Cost of Work Performed
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
CPI	Cost Performance Index
KNBS	Kenya National Bureau of Statistics
MBE	Management by Exception
NCA	National Construction Authority
NCC	Nairobi City County
SPI	Schedule Performance Index
SPSS	Statistical Package for Social Sciences

ABSTRACT

The purpose of the study was to determine the influence of leadership styles on performance of housing construction projects. To achieve this objective, relationship between components of leadership style, team commitment and organization culture to components of project performance were analyzed. This study focused on ongoing housing construction projects in Westlands sub-county in Nairobi county. Research objectives were: to assess the influence of transactional leadership styles on the performance of housing construction housing projects, to assess the influence of transactional leadership style on performance of housing construction projects, to establish the intervening influence of team commitment on performance of housing construction projects and to establish the moderating influence of organizational culture on performance of housing construction projects. The study respondents comprised construction project managers and employees in ongoing construction projects in Westlands Sub-county. The study used a descriptive survey design targeting a population of 78 ongoing construction projects within the study area. Questionnaire were administered to one project manager and one project team member from each project selected from the sampled 65 projects identified using stratified random technique. Questionnaires had both open and closed ended questions. Data for projects performance collected from project records. A pilot test was done and a reliability test score was 0.83. Data collected was checked for completeness. Data analysis was performed using SPSS version 23. The study used simple descriptive statistics. The results were presem in frequencies distribution tables and percentages. The findings of the study concluded transformational leadership style to have the most influence on performance of construction projects with aggregate mean of 3.73. Team commitment was second with an aggregate mean of 3.32. Organizational culture was third with an aggregate mean of 3.21. Transactional leadership style had the least influence with an aggregate mean of 3.19. In conclusion, the study found that team commitment and organizational culture play an important intervening and moderating role respectively to leadership style to influence performance of constructions projects. The study also found that although generally transformational leadership style to be the best, individual aspects of transactional leadership style had a higher rating and therefore necessary upon manager to adopt the methods to ensure desirable project performance. The study recommended that managers adopt transformational leadership style to ensure effective performance of projects. The study also recommends that the significant elements of transactional leadership style comprising use of contingent rewards, application of management by exception active be adopted in construction projects. Project leaders should motivate their staff to show continuance commitment to the project. The study suggested further studies to be done using client and stake holder satisfaction aspects of project performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Leadership is possibly the most researched, formally and informally discussed as compared to other topics Dulewicz and Higgs, (2005). Yet the demands of society resulting from the dynamics of politics, economics, social, technology, environment, and legal factors have informed the need for continuous studies on leadership in the process yielding many theories. A manager's leadership ability and skills are vital to ensure the success of the project. Turner, (2008) suggests a three-directional approach to leadership that should be adopted by project managers. The directional approach includes upwards, to uphold the support of project owners and sponsors, outward, to win the support of resource suppliers and other stakeholders, and downwards, to rally the members, in the process win their commitment to the project.

Fiedler, (1967) proposed three broad classes of leadership styles namely task oriented, people oriented and position power styles of leadership. It is on the same basis that Burns (1978) presented the idea of transformative and transactional leadership whereas transformational leaders are perceived to be people oriented while transactional leaders are considered task oriented. Transactional leaders use rewards for compliance and punishments for a breach to motivate staff while transformational leaders use charisma to rally the support of employees into achieving organizational goals. (Conger and Kanungo 1998; Bass 1990). Previous studies to determine leadership styles applied by project managers have found project managers to be generally people – oriented though the leadership style may change depending on project requirements and circumstantial needs for people to meet the project goals under such circumstances. (Mäkilouko, 2004; Loong *et al.*, 2003).

Transformational style has long been found to be the most effective in fostering team commitment in various sectors. (Odundo and Rambo 2013; Koech and Namusonge 2012; Ndethiu 2014; Ng'ethe, Namusonge, and Iravo 2012; Njuguna 2013; Datche and Mukulu

2015; Achoch, Gakure, and Waititu 2014; Manogran and Conlon, 1993). Team commitment is the strength of member's involvement with the project team. Meyer and Allen (1991) developed a three factor model for commitment based on the desire to work, feeling obligated to work and the need to work. Team commitment is an essential in achieving performance of projects.

Despite numerous research done on how leadership styles and team commitment influence performance of projects, even with the advent of project management techniques, many projects across different countries, and in different sectors still experience poor cost, schedule and quality performance. Kibuchi (2012). As a result, there has been investors have suffered loss through wastage of resources and income, court cases have increased, bad reputation of contractors and clients has escalated and there has deaths and injuries to humans occasioned by collapsed buildings mostly blamed on poor workmanship. (Talukhaba, 1999; Gichunge, 2000).

Investment in the housing construction industry in Nairobi is huge. The total value for private plans approved in 2015 in Nairobi county was KShs. 215 billion while that of completed new private buildings in 2015 was KShs. 68.6 billion. KNBS (2016). However, despite the economic importance these projects have to the country, their performance has been poor with most of them being completed outside time schedule and budget. Elliot and Kimotho (2013). Therefore, considering the significance of construction sector to the economy, the amount of investments in these projects and the persistent low construction projects success rate in Kenya led to the need for this study. This study seeks to determine the influence of leadership style on performance of projects in the housing sector in Kenya.

1.2 Problem statement

The advent of project management, followed by development of project management tools, it was hoped that performance of projects will increase. This has not been the case since poor project performance has continued to manifest in the construction sector. (Talukhaba, 1999; Gichunge, 2012; Kariuki, 2015).

Leadership style and the commitment the team members show towards the projects have been identified among the critical success factors of project. Munns and Bjeirmi, (1996). It would therefore be expected that leadership style and team commitment influence the success of construction projects in Kenya.

Despite numerous studies being done globally on the influence of leadership style, team commitment and performance of projects, it has not been easy to find consensus on the subject. For instance, (Keller, 1992; Tabassi and Babar 2010) identified a significant relationship on transformational style to project performance and while Keegan and Den Hartog (2004) found no significant relationship between transformational style and project performance.

Despite several studies on project manager's leadership styles, project performance and team commitment being done internationally, the subject has not been adequately studied in Kenya with most researchers focusing on identifying causes of costs and time over-runs. For instance, Talukhaba (1999) studied the influence of cost and time over-runs in construction projects in Kenya. His findings identified poor cost and schedule performance of constructions projects with over 70% of the projects likely to experience time over-run of more 50%. Kibuchi (2012) studied the relationship between human resources aspects and project performance in construction projects in Kenya and he identified a strong correlation between human factors and project performance. He however had no direct inference on the influence of leadership style on performance of projects. While Kariuki (2015) studied project manager's leadership styles, team commitment, characteristics of projects and performance of water projects in Kenya where he found a statistically significant relationship on aspects of leadership style, team commitment, project characteristic and project performance. However, his study was done on the water sector which had limited data and most of the projects had long been completed. Due to the gaps identified in previous research and lack of consensus in findings from previous studies, the need for further study in this area was identified. Hence this study is meant to answer the question; how does leadership style and team commitment influence project performance in the housing construction projects in Kenya?

1.3 Purpose of the Study

The purpose of this study was to determine the influence of leadership styles on the performance of housing construction projects in Westlands Sub-county in Nairobi Kenya.

1.4 Objectives of the study

The study objectives were:

1. To assess the influence of transactional leadership style on performance of construction projects
2. To determine the influence of transformational leadership style on performance of construction projects
3. To establish the intervening influence of team commitment on the performance of construction projects.
4. To determine the moderating influence of organizational culture on the performance of construction projects

1.5 Research Questions

The study sought to answer the following research questions:

1. How does transactional leadership style influence the performance of construction projects?
2. How does transformational leadership style influence the performance of construction projects?
3. How does team commitment influence the performance of construction projects?
4. How does organizational culture influence the performance of construction projects?

1.6 Significance of Study

The study findings will be useful to construction project managers, construction-contracting firms, policy makers, researchers and other stakeholders. This study will

provide important understanding of how leadership styles and team commitment influence performance of projects in the construction sector; this study will uncover existing approaches of leadership in housing projects, the nature of commitment of the project team and how they relate to performance of projects.

Contractors will benefit by having knowledge beforehand to be able to estimate risks they are likely to encounter whenever inappropriate leadership style is applied to their projects. This study will also inform areas for further training for project managers to equip them with the most effective leadership skills.

Finally, researchers will use this study to appreciate the leadership styles, the influence they have on team commitment and how the success of housing projects in Nairobi county depend on both leadership style and team commitment of the project team by providing knowledge on the topic. This study will recommend areas of potential research that require further study, hence give an opportunity to researchers to fill gaps in the research.

This study will be based on social exchange theory. Which explains how social and economic exchanges between project managers and team members influence performance of projects. Findings of this study will therefore inform a proper balance of interactions between project managers and employees that will help the team meet project objectives.

1.7 Basic Assumptions

This study assumed that respondents were sincere while answering to the questionnaire. It is also assumed that the sample drawn is a representative of the entire housing construction projects in Nairobi and that the findings will apply to the housing construction sector in general.

1.8 Limitations of Study

Different projects have unique implementing environments and hence the need to generalize the findings of this research with caution.

1.9 Delimitations of the Study

This study dwelt on the influence of leadership style on performance of housing construction projects currently being implemented in Westlands sub county. This area is of interest to the researcher is because of the vibrant nature of economic and political activities. This involved commercial and residential property development within all the five wards of Westlands sub – county namely Parklands, Kitisuru, Karura, Kangemi, and Mountain View.

1.10 Definition of Significant Terms.

Housing construction projects: Construction projects in the housing sector within the Westlands sub county in Nairobi city county comprising of commercial and noncommercial construction projects with a construction budget of between Kenya shillings 10,000,000 and Kenya shillings 500,000,000

Organizational culture: Working conditions, contractual agreements and policies that contracting firms require their employees to adhere to within the construction sector.

Project performance: The extent to which construction projects are able to meet the desired outcome through adherence to time schedules, budget allocation.

Team commitment: The nature of engagement to the project by members which informs the performance of construction projects. This can be expressed through obligation, need, and desire team members show towards the project.

Transactional leadership style: Project leader allocate roles, provides clear instructions, psychological rewards, active vigilance and prompt intervention to correct mistakes so as to ensure that the project team meet their desired goal in their specific construction phase in the project.

Transformational leadership style: Project leader’s tendency to emphasize on characteristics that develop trust, vision, respect and pride. This is meant to enhance participation among the team members of construction projects.

1.11 Organization of the study

Chapter one of this study highlights the background of leadership styles in project management, it discussed the statement of the problem and described the precise problem addresses in the study, purpose of the study, study objectives, research, significance of this study, Scope and delimitations definitions of significant terms applied in the study. Chapter two presents literature reviewed associated with this study, it discusses the theoretical framework, conceptual framework. Chapter three covers methodology of the research, targeted population, sample size and procedures use to collect data and analysis. Chapter four contains procedures for data analysis, discussion, interpretation of results. The results are presented inform of tables. Chapter five presents the summary of the results, discussion, conclusion drawn from the analysis aimed at achieving objectives of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

In this chapter, the researcher reviewed literature concerning research problem stated in chapter one focusing on the variables used in the study that seeks to determine relationship between leadership styles, team commitment organizational culture and performance of projects. The variables included in this study are the leadership styles, team commitment the moderating effect of organizational culture and performance of projects. The theoretical framework used is founded on Social exchange theory. The conceptual framework illustrating the relationship among variables: leadership style, team commitment, organizational culture and performance of projects.

2.2 Transactional leadership style and performance of construction projects

Transactional leader emphasizes on achieving project goals at all cost. Bass (1990) identified the transactional leadership style that focusses on the achievement of project team's tasks. The members of the project team are motivated through contingent rewards for meeting targets, mistakes are also punished by withholding rewards. Transactional leaders also apply the principals of management by exception by taking corrective actions when tasks do not follow the planned critical path. Some forms of transactional leadership can lead to mediocrity especially when the leader applies a lot of passive management by exception and only intervenes when processes and standards for completing tasks are not followed. Transactional leaders may resort to threats and disciplinary actions against team members to bring team performance up to standard. Such drastic measures according to (Bass, 1990; Bass *et al*, 2003; Deal and Kennedy, 2000) are ineffective and counter-productive in the long term.

Bass, (1990) debates whether the drivers of motivation in transactional leadership are the promise of reward or the avoidance of a penalty. He argues that the aforementioned

element depends on whether the leader has any influence to determine rewards and penalties and whether an employee wants a reward or fears the penalties.

In project management, Keegan and Den Hartog (2004) model prefers transformational leaders over transactional leaders, but were unable to find any significant link between transformational leadership style and performance of projects. Aga (2016) in his study on transactional leadership and performance of projects on 224 development projects in Ethiopia found contingent reward aspect of transactional leadership to have a positive influence on performance of projects with clear goals. The study based performance of projects on supervisory ratings which is prone to biases. The study ignores other components of transactional leadership style and only chooses to focus on contingent reward.

In the construction industry in Kenya, Kariuki, (2015) in his study identifies a significant relationship on aspects of transactional style to project performance with contingency reward being the most preferred method in water projects. However, the study found no significant relationship in other facets of transactional style like management by exception (passive).

2.3 Transformational leadership style and performance of construction projects.

Burns (1978) conceived the idea of transformational and transactional styles. From that time on numerous studies have been conducted to identify characteristics of transformational and transactional leaders. Bass (1985) proposed factors of transformational to include intellectual stimulation idealized influence, inspirational motivation and individualized consideration.

Researchers have continued to study how leadership factors influence performance in various sectors. In transformational style, Visionary and inspirational abilities are of paramount importance to project leaders as it ensures employees engagement to the team activities. Bass (1990) argues that a leader's inspirational motivation reduces employee's

exhaustion and withdrawal tendencies because a leader's vision when put forward in a clear and compelling manner, gives the employee reasons to reach the goals set for their projects.

Study done by Kissi, *et al.*, (2012) among 350 portfolio project managers in the United Kingdom to determine the influence of transformational leadership style on performance of projects found that transformative style of selection managers had a positive relationship to performance of projects. The results were consistent with the findings of study carried out Keller (1992) which showed positive relationships of transformational style to performance of projects factors of time, cost, quality and client satisfaction. However, the data was only collected from project managers working in the same organization. Thus rendering it unsuitable to simplify the findings to the entire sector.

Tabassi and Babar (2010) study conducted among 220 respondents in contracting firms to establish relationship between leadership style and project implementation in Iranian construction industry found transformational leadership style as mostly preferred in Iranian construction sector. The study was done in large construction companies and its findings were not consistent with Becker and Huselid (1998) suggestion that project managers tend to have high relationship behavioral characteristics when the task given is less intricate. Furthermore, the study was conducted among project contractors leaving out the project personnel perspective.

Thwala, *et al.*, (2015) examined the influence of leadership styles on performance of projects. The study was conducted among 110 respondents comprising construction managers in the constructions industry of South African region. The relationship between transformational leadership style and performance of projects higher was higher than other leadership styles though transactional and democratic styles had significant relationship to performance of projects. Same study found no significant influence of Laissez – faire and autocratic styles on construction performance of projects. This study however, only targeted project managers in construction and did not include project team members and hence may be subject to single source bias.

Kariuki (2015) assessed the influence of leadership style, team commitment, project characteristics on the project implementation. The study was conducted among project managers and project team members from 102 water and sanitation projects in Kenya. The study findings show that transactional leadership style accounted for 12 percent variance in project time performance and therefore the study encourages adoption of transformational leadership style which has tendency to lead to higher level of project performance. The results were consistent to findings of Kibuchi (2012) that found a significant relationship between human psychological factors and performance of projects in housing construction projects in Kenya. Kariuki (2015) study was based on construction projects in the water sector hence need to undertake study in the housing construction sector.

2.4 Team commitment and performance of construction projects

Team commitment is fundamental to a project realizing its objective. It is essential for a project leader at the onset to define tasks, roles, and responsibilities, clearly communicate the project objectives and establish team rules values to members of the project team. This will ensure that each member appreciates their roles and work continuously towards achieving the project's objectives and fewer conflicts Widener, (2004). According to Meyer & Allen, (1991) Committed team members show the willingness to continue working in the team and appreciate the project's objectives. Commitment manifests through behavioral intentions, motivating forces and attitudinal characteristics that influence behavioral and attitudinal outcomes.

A committed team member shares common values and beliefs advocated by the project team. They show the willingness to remain with the team and a strong desire to exert effort in team's activities. Committed members of the team believe that their organizations have met their expectations; and, therefore, makes them feel that they are under obligation to reciprocate by diligently showing commitment to the team (Witt, Kacmar, & Andrews, 2001; Gallagher, Mazur, & Ashkanasy, 2015; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). Turner (1999) identifies people and attitudes as critical for performance

of projects. He defines the people factor as comprising: Leadership, management, teamwork, influence and inspirational motivation. Attitudinal factors include commitment to team objectives, motivation, support from all stakeholders, being right first time and a common vision. This model attributes the success of projects to leadership and commitment.

Turner (2014) further points to the indicators of commitment in a project team as attendance, which comprises of low rate of absconding, illness, frequency of accidents, work disruptions, and labor turnover, clarity of goals, that includes setting, understanding and achieving individual targets and that each employee has a clear understanding of their role in the team. High outputs, characterized by team commitment to achieve a common goal, a team searching for real solutions, the team being analytical, and can critically solve problems using knowledge and skill and are able to look for broadly tested knowledge and reinforced solutions. Strong team unity, manifested through honesty and trust amongst staff, sharing concepts and knowledge, dynamic and meaningful meetings, and shared goals (Settoon, Bennett, and Liden, 1996; Way, 2002; Senior and Swailes, 2004).

The project manager needs to first determine how effective the project team is by assessing how employees attain their allocated targets in addition to individuals, team objectives, and motivational desires have been met. The project manager has the responsibility to ensure that both the corporate and individual objectives are met. Where managers only strive to meet the corporate goals, team's morale and effectiveness will decline with time and followed by staff attrition (Turner 2014; Gwavuya, 2011; Bass and Avolio, 1997; Avolio, Gardner *et al*, 2004).

Mungeria (2012) in his work on teamwork and project performance in the construction projects in kenya identifies team commitment as an integral factor in determining performance of projects. The researcher further states that when team work is applied, team members are able to compliment each other through their unique capabilities and skills. Team commitment is a result of reduced conflicts, and leads to high productivity among members and factor that enables the team meet its project objectives. This study

however, only targeted top level managers of consulting firms thus exposing the findings to a common source bias.

Kibuchi (2012) studied the influence of human factors on performance of construction projects in Kenya. He attributes success of construction projects to team effort and that all members contribution leads to performance of projects. The researcher associates attitude of workers to timely completions of tasks, staff motivation, time management, financial constraints, inadequate quality standards and lack of necessary and specialized equipment as factors that affect performance of projects by upto 60%. When some team members lack commitment, their attitude is likely to affect the commitment of other team members. These findings are consistent with Kariuki (2015) who finds a significant relationship on team commitment and project performance for water projects in Kenya. This study like Mungeria (2012) only focussed on project managers in contracting firms.

2.5 Organizational culture on performance of construction projects

A project-based organization's reputation on how it treats its staff is critical. Organizational culture determines the overall team performance through work satisfactory processes and commitment to the organization. Senge (1993) distinguishes the structures of traditional organizational culture from those of learning organizations. Luthans (2011) notes that traditional organizations look for new ways to substitute old practices in addition to aligning organization's focus on getting members of the team to change their operating habit and think outside the box. Senge (1993) notes that leaders in traditional organizations should establish organization's vision, offer rewards for achievements and punishments for non – compliance as appropriate and maintain control of employee actions. In a learning organization, managers build a shared vision by empowering staff, inspiring commitment, and encouraging effective decision making in all engagements.

Cultural controls in an organization seek to entrench organization's values amongst its staff (O'clock and Devine 2003; Sandelin 2008). Cultural controls are applied and compliance is ensured through action controls. Action controls relates actual to planned performances by using direct monitoring of tasks (Dermer and Lucas, 1986); (Lock &

Crawford, 2004) (Morris & Sherman, 1981) (Omari, K'obonyo, & Kidombo, 2012), it is done by applying a set of prescribed norms, standard operational procedures, pre – action evaluations, and physical limitations Cunningham (1992). Action controls need to be agreed by both the employer and the team so as to ensure meaningful work relationships. Project staff will react to controls that seem high-handed, and unreasonably limiting them to perform their duties.

Personnel controls comprise human resource duties that include staff selection, training, placement practices (Widener, 2004; Orpen, 1994; Smylie and Jack, 1990; Handy, 1982). It is in the best interest of managers to appropriately select and promote organization's most powerful resource the human capital. Commitment is highly affected by these controls especially where there are variations in application. High turnover rates and intentions to leave are associated with management hiring and promoting staff who do not meet the requirements of the terms of reference for the job and have not obtained sufficient skills and experience to warrant such promotions (Eisenberger *et al*, 2001; Erdogan and Liden, 2002; Omari, K'obonyo, and Kidombo, 2012; Becker and Huselid, 1998).

Tony and Skitmore (2006) in their research on organisational culture of Australian engineering consultancy firms analyzed data from 119 respondents who included engineers in all fields participating in construction projects, draftsmen, operational personell, project management and constrution personell in a construction company in Australia. The study finds organizational culture as a complex multifaceted phenomenon whose conception and development is determined by on – going social interactions among members in the organization. It further states that orders from high authority are not necessarily simply imposed and that such impositions can easily me met by resistance and consequently produce undesired outcomes. The study however was only focused on one large company. The results therefore maybe subject to error of common source.

Jordaan *et al*, (2012) study which 255 responses from engineers and construction personell who had studied at the University of Pretoria and who had come from other African countries. The finding of the study indicated performance of projects as a

dependent factor of organizational culture with most organizations in South Africa being considered successful. The study however had a low response return rate with only 16% of the distributed questionnaires being returned and analysed. The results therefore may not be representative of organizational culture in the constructions sector.

In Kenya's and United Kingdom construction sector, Ochieng & Price (2010) interviewed 20 participants, 10 from United Kingdom and 10 from Kenya. The study highlights effective communication, clarity of responsibilities, robust conflict resolution mechanisms and a unified team as critical organizational cultural factors. Both countries. From the 20 respondents, the study showed a robust organizational culture that fosters relationships between participants in a project team as well as a conducive organizational culture.

2.6 Theoretical framework

This study adopts the Social exchange theory, with a focus on how leadership styles and team commitment influence performance of construction projects. Social exchange theory explains the social and economic exchanges between a leader and the followers with a view to deliver on what is promised by both parties. Studies have shown that employee's commitment and motivation depend on the perception of a fair exchange Wekesa, Namusonge, and Iravo (2013). Blau (1964) first conceived the idea of reciprocity by stating that parties to exchange strive to keep a balanced relationship. Research suggests that parties will act to restore a negative balance and will reciprocate the contentment of promises by altering the obligation to the other party. Wekesa, Namusonge, and Iravo (2013).

Social exchanges allude to high level of trust between project leaders, staff and the organization. Obligations are created through progressive interactions among parties who are in mutual interdependence. Organizational culture influenced individual outcomes of performance, emotional wellbeing, and staff withdrawal on organizational commitment. Studies done on the exchange ideology have linked it to participation in making decisions, contentment with recruitment and promotion opportunities and training, manager rated

commitment and employees' feeling of obligation. (Witt, 1992; Witt and Broach 1993). Research suggests that the concept of exchange strengthens the effect of equal opportunities and member attitudes. How an individual reacts to organizational politics has an ultimate effect on their intentions leave the organization Andrews, Witt, and Kacmar (2003). The exchange ideology can bridge perceptions of income sufficiency and employee commitment.

2.7 Conceptual framework

Conceptual framework provides an illustration of relationship between variables. The dependent variable is project performance which is determine by transactional, transformational leadership styles, team commitment and organizational culture.

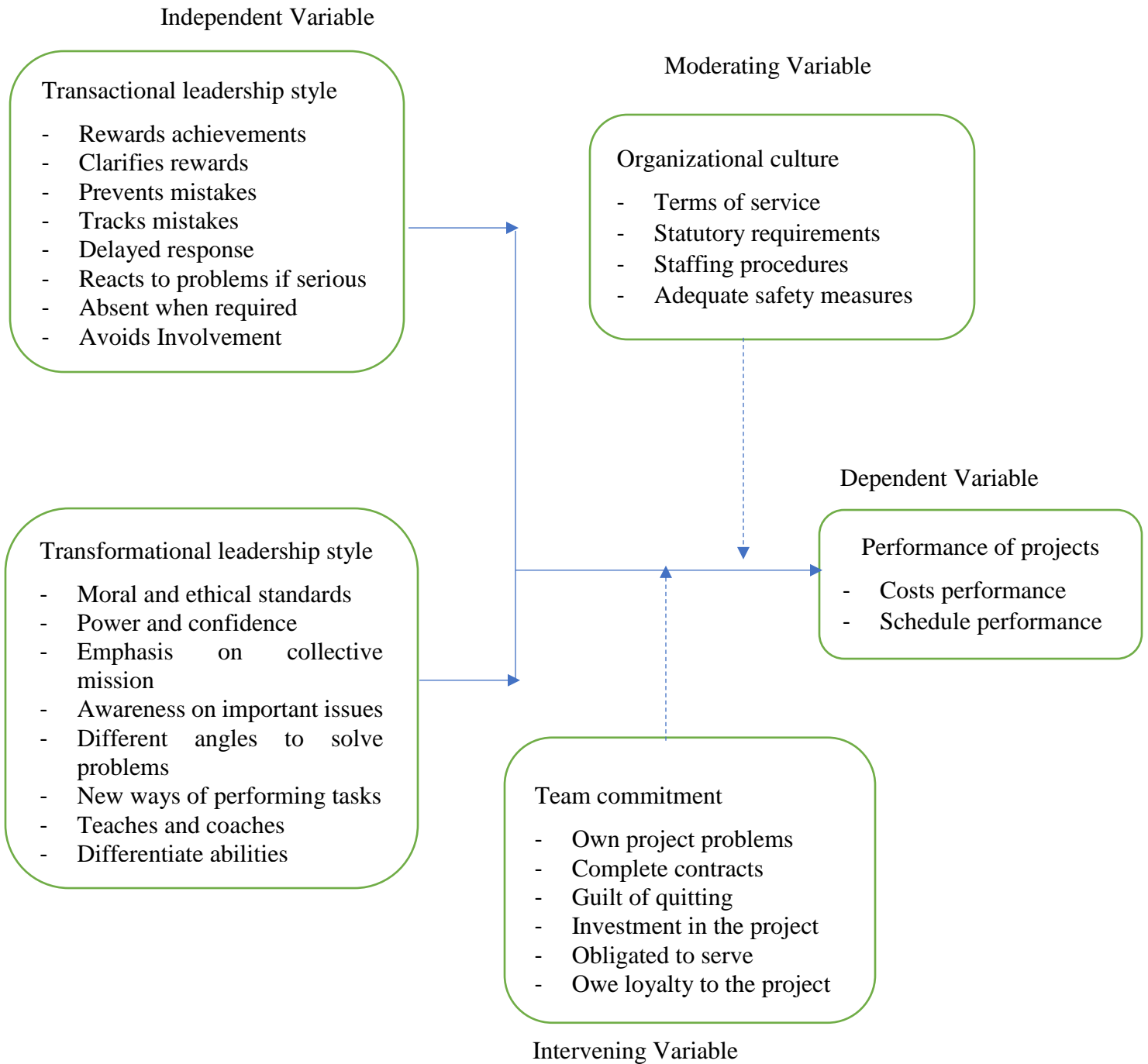


Figure 1: Conceptual framework

2.8 Knowledge Gap

An analysis of literature review reveals how leadership styles and team commitment are critical to performance of projects. Previous studies on influence of leadership styles on performance of projects have suggested preferred leadership styles appropriate for specific project types. This topic has been widely studied globally. Locally studies done have shown contradicting results with some scholars indicating transformational leadership style as preferred by most project managers Talukhaba (1999), while others identified transactional leadership style to be commonly practiced (Kibuchi, 2012; Kariuki, 2015).

Study findings for team commitment's contribution to performance of projects has been in the favor of a committed team increases the chances of performance of projects. However, team commitment is determined by how relationships in a project amongst project members and between the project leaders and team members are conceived and developed throughout the life of the project. A committed team with proper communication channels, robust conflict resolution mechanisms and which all members are team players with a shared objective for the project has been found to deliver a successful project (Gakuu, *et al* 2012; Kibuchi, 2012; Mungeria, 2012).

With all the studies conducted on influence of leadership styles and team commitment and project performance, recent studies still continue to highlight a high number of unsuccessful projects (Gichunge, 2000; Kibuchi, 2012; Mungeria, 2012; Talukhaba, 1999; Kariuki, 2015). This implies that the suggestions put forward by studies done are conflicting and do not provide a clear direction for the industry players to follow. This study intends to identify the current trends in leadership styles and team commitment and how they influence performance of projects. The study will examine the extent to which construction projects have adopted suggestions provided in previous studies how such methods have influenced performance of projects.

2.9 Summary of Literature review

Table 2.1: Summary of literature review and research gap

Researcher (s)	Area of study	Key study findings	Research gaps	How current study intends to fill the gaps
Kibuchi, (2012)	Influence of human resource factors on construction projects performance	Study found that human resources affect the performance of construction projects with components of transactional leadership style showing a strong relationship to staff commitment and project performance.	study only focused on top leadership of contracting firms, thus prone bias from a single source	current study will include both project managers and team members.
Kariuki (2015)	PML style, teamwork, project characteristics and performance in water projects in Kenya	Study identifies a positive relationship on transformative PML style and teamwork and a significant negative PML style between transactional PML style and teamwork.	The study only focused on completed water projects. Uses cross-sectional survey for completed projects thus fails to capture aspects of leadership styles, team commitment and performance of projects at different phases in construction.	This study will focus on ongoing housing construction projects. aspects of leadership styles, team commitment and performance of projects will be captured at different phases in the various construction projects under study
Kissi, <i>et al</i> , (2012)	Influence of transformational leadership style on performance of projects	Transformational style had a significant relationship to project performance	The study was done on a single company thus limiting generalizability of its findings to the entire sector. Additionally, only project managers were interviewed in the study.	This study will include 78 construction projects with respondents drawn from project managers and project team.
Tabassi and Babar (2010)	Influence of leadership style on project implementation	Transformational leadership style was mostly preferred in Iranian construction industry to achieve performance of projects	Study conducted among contractors leaving out members of the project team	Project leaders and team members will participate in this study.

Thwala, <i>et al.</i> , (2015)	Influence of leadership styles on performance of projects	Study found positive relationship between all types of leadership styles with performance of projects except Laissez – faire style which had no relationship to performance of projects.	Study only focused on construction and project managers leaving behind input from the other team members	Study has included both project managers and team members
Mungeria (2012)	Relationship between professional team work and project performance	Study finds team commitment to be a significant factor for success of construction projects in Kenya	Study only targeted top level managers in contracting firms	This study includes input from project managers and project team members.
Tony and Skitmore (2006)	Study on how organizational culture of Australian engineering consultancy firms influence performance of projects	The study finds organizational culture as a complex multifaceted phenomenon which is determined by on – going social interactions among team members and which significantly affects performance of projects.	The study was done in a single company, thus exposing the study to a common source generalization.	this study has a population of 78 projects.
Ochieng and Price (2010)	Study on how factors of organizational culture influence performance of projects	The study shows a robust organizational culture that fosters relationships amongst team members. This has contributed to performance of projects according to the study.	The study only had 20 respondents, 10 each from Kenya and the United Kingdom	This study will have atleast two respondents from each of the targeted sample of 65 projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains research methodology used and covers in details areas of research design, targeted population, proposed sampling technique, data collection methods, data analysis techniques, ethical considerations applied in the study and operational definition of variables. A summary is given of the main issues in this chapter.

3.2 Research Design

Research design gives a comprehensive outline for data collection in an empirical research project. It aims to answer precise research questions, test specific hypothesis and specifies the process of data collection, the process for developing the instrument and the sampling procedure Bhattacharjee (2012).

This study adopted descriptive survey. Descriptive survey is appropriate for this study since it involves fact – findings by asking questions administered through questionnaires to a large team who are required to describe the state of affairs as is at that particular time and the findings presented using statistical methods (Kothari, 2004; Mugenda and Mugenda, 2003 and Cooper and Schindler, 2003).

This method has been successfully applied in similar studies by scholars such as. (Kariuki, 2015; Gichunge, 2000; Muller and Turner, 2010; Kibuchi, 2012).

3.3 Target population

The study population involved 78 ongoing housing construction projects in Westlands sub-county, Nairobi County in Kenya according to data from the department of lands and physical planning and NCC.

List of projects under study was obtained from official records of the department of planning at Nairobi County.

3.4 Sample size and Sampling Procedure

Sampling is the statistical procedure used to select a sample from the population of interest to enable study and statistical inferences on the population assuming that the sample provides generalized characteristics of the population.

3.4.1 Sample size

This study adopted the sample size formula proposed Yamane (1967).

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

n is the sample size

N is the Population

e is the confidence level used for sampling.

With a population of 78 housing projects a sample of 65 projects was sufficient for the study.

3.4.2 Sampling Procedure requires more information

Sampling procedure is the systematic process of identifying individuals for a study to represent the population Mugenda and Mugenda (2003). To obtain adequate representation, this study used stratified random sampling for housing projects in Westlands sub - county. Respondents were drawn from the 65 sampled projects with each project having at least two respondents, a projects manager and a project team member conveniently selected from the project team. This method has been successfully used in other similar studies by (Kariuki, 2015; Gichunge, 2000; Muller and Turner, 2010; Kibuchi, 2012).

Table 3.1: Distribution of study projects and respondents

Area of study / Number of	Projects	Sample	Managers	Project team
Kangemi	13	11	11	11
Karura	15	13	13	13
Kitisuru	18	15	15	15
Mountain View	11	9	9	9
Parklands	21	17	17	17
Totals	78	65	65	65

Source: Nairobi city county department of planning

3.5 Research instruments

Mugenda and Mugenda (2003) proposes questionnaires as the most widely used research instruments to obtain important information about a population study. This study used questionnaires to obtain primary data. Use of questionnaires in this study was appropriate so as to provide detailed individual feedback and a more accurate picture of leadership styles, commitment, organizational culture and project performance. The variables were measured using various indicators as shown in Table 3.2. Data were obtained through content analysis of documents comprising contract documents, site records, project completion reports and project data from NCC.

3.5.1 Pilot Testing

A pilot test checks the degree the research instrument captures phenomenon under study so as to prepare for the study and provide a basis for study design Bhattacharjee, (2012). It provides information on validity and reliability of the research instrument. Pilot testing was conducted for this study to find loopholes in design and instrumentation to produce substituted data for selectin the sample. The questionnaire was distributed to 11 respondents representing 10 percent of the sample. The questionnaires were administered to project team members in housing construction sites in Embakasi Subcounty area of

Nairobi county. This data obtained was evaluated to ensure the questions were properly understood and answered by the respondents.

3.5.2 Validity of Research Instruments

Validity of the research instruments measures the ability of the instruments to adequately represents the subject under study in relation to the available theories and empirical definitions Mugenda and Mugenda (2003). The content and construct validity for this study was evaluated. Thus, the validity indicated that the questions in the research instrument were well formulated. Content validity meant that the questions represented the objectives of the study. The researcher consulted experts from construction and housing sector and the project managers, performed content analysis on the subject matter identifying non-compliant items and performing necessary corrections to irrelevant and ambiguous questions.

3.5.3 Reliability of Research Instrument

Reliability is the degree of consistency of a construct. A reliable research instrument will return the same results when the variables are tested severally under the same underlying phenomenon Mugenda and Mugenda (2003). The aim of testing reliability is to reduce errors and minimize biases.

The researcher used the Cronbach alpha method to determine the reliability coefficient. The reliability test was done, a test score of 0.83 was found indicating a high reliability. This score is greater than 0.8 will be considered strong and therefore indicating consistency in responses in the questionnaire.

3.6 Data Collection procedures

The researcher first obtained an introduction letter from the University to facilitate data collection for the study. This letter was administered to respondents to introduce the researcher. The researcher collected primary data by self – administering survey questionnaires to project team leaders and members of the project team at contracting

companies of ongoing construction projects in Westlands sub -county. The researcher administered the questionnaires in person and by the help of a research assistants to help reach the targeted sample. Secondary data was obtained through content analysis of documents comprising contract documents, site records, project completion reports from the projects and official record from NCC.

3.7 Data analysis techniques

This study used descriptive data analysis method owing to its design being a descriptive survey study. Data from questionnaires was coded using SPSS version 23. Data was analyzed by use of descriptive statistics, which will include mean, standard deviations and frequencies according to Mugenda, (1999). Data regarding project performance was analyzed using formula to determine SPI and CPI Turner, (1999).

$SPI = BCWP/BCWS$; ($SPI > 1.0$ = ahead of schedule; $SPI < 1.0$ = behind schedule).

$CPI = BCWP/ACWP$; ($CPI > 1.0$ = under budget; $CPI < 1.0$ = over budget).

3.8 Ethical Consideration

All the respondents were made aware of their liberty to participate in the study. The researcher ensured that all the respondents participated in the study voluntarily and assured them of utmost confidentiality throughout the study. The researcher was keen to acknowledge borrowed works from other authors. During data collection the researcher made sure to seek permission from relevant research authorities and proper information regarding the survey given to the respondents prior to commencing the study.

3.9 Operational definition of variables

Table 3.2: Operational definition of variables

Objective of the study	Variable	Indicator	Scale	Data collection method	Research Design	Data analysis method
To determine the influence of transactional leadership style on project performance	Independent	Rewards achievements Clarifies rewards Prevents mistakes Tracks mistakes Delayed response Reacts to problems if serious Absent when required Avoids Involvement	Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal	Questionnaire	Qualitative	Descriptive statistics: Frequencies and percentages. Measures of central tendency: mean and standard deviation.
To assess the influence of transformational leadership style on project performance	Independent	Model for moral and ethical standards Displays Power and confidence Emphasis on collective mission Arouses awareness on important issues Different angles to solve problems New ways of performing tasks Teaches and coaches Able to differentiate abilities	Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal	Questionnaire	Qualitative	Descriptive statistics: Frequencies and percentages. Measures of central tendency: mean and standard deviation.
To establish the intervening influence of team commitment on project performance	Intervening	Takes project problems as their own Determined to complete contracts Leaving before completion not right Investment in the project was a lot to leave Obligation to complete contracts	Ordinal Ordinal Ordinal Ordinal Ordinal	Questionnaire	Qualitative	Descriptive statistics: Frequencies and percentages. Measures of central

		Owe loyalty to the project	Ordinal			tendency: mean and standard deviation.
To determine the moderating influence of organizational culture on project performance	Moderating	Terms of Service Statutory requirements Staffing procedures Adequate safety measures	Ordinal Ordinal Ordinal Ordinal	Questionnaire	Qualitative	Descriptive statistics: Frequencies and percentages. Measures of central tendency: mean and standard deviation.
Performance of projects	Dependent	Cost Performance Index (CPI) Schedule Performance Index (SPI)	Nominal Nominal	Questionnaire	Quantitative	Descriptive statistics: Frequencies and percentages. Measures of central tendency: mean and standard deviation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter contains findings on study of the influence of leadership styles on performance of projects in housing projects within the Westlands Sub-county in Nairobi. The findings have been discussed under thematic areas and subsections corresponding to the variables and objectives of the study. The thematic areas include: study demographics, leadership styles, team commitment, organizational culture and factors of performance of projects. Questionnaire return rate

4.2 Questionnaire response rate

The study sampled 65 projects from the target population of 78. From the 130 questionnaires issued out to respondents 110 questionnaires were returned representing 85% response rate suitable for purpose of the study. Return rate of 50% is considered sufficient, 60% is good, 70% and above very good Mugenda and Mugenda (2003). The researcher made calls and visits to request the respondents to complete and return the questionnaires.

4.3 Demographic information

The study targeted project managers and project team members of ongoing housing construction projects in Westlands sub-county of Nairobi county. The demographic characteristics of the respondents were investigated in the first section of the questionnaire. The demographics captured age of the respondents, gender, level of education, amount of experience and project characteristics.

Table 4.1: Composition of respondents

Respondents Composition	Frequency	Percentage
Project managers	55	50
Project team members	55	50
Total	110	100

Table 4.1 shows the respondents' composition of project managers and team members, there were 55 (50%) project managers respondents same number as 55 (50%) project team members respondents. The results show a match in this category owing to the researcher's decision to interview one member of each category from the sampled projects.

Table 4.2: Age distribution of project managers.

	Age category	Frequency	Percent
Project Managers	Below 20 Years	0	0
	21 to 30 years	3	5.5
	31 to 40 years	16	29.1
	41 to 50 years	13	23.6
	51 to 60 years	16	29.1
	Above 60 years	7	12.7
	Total	55	100.0

Table 4.2 shows the age distribution of the respondents. For project managers 3 (5.5%) were between the ages of 21-30 years, 16 (29.1%) were between 31-40 years, 13 (23.6%) were between 41-50 years, 16 (29.1%) were between 51-60 years and 7 (12.7%) above 60 years. The majority of projects managers were found to be between 51 and 60 years of age.

Table 4.3: Age distribution of project staff.

	Age category	Frequency	Percent
Project team members	Below 20 years	6	10.9
	21 to 30 years	35	63.6
	31 to 40 years	5	9.1
	41 to 50 years	6	10.9
	51 to 60 years	2	3.6
	Above 60 years	1	1.9
Totals		55	100.0

Table 4.3 shows age distribution for team members, 6 (10.9%) of the respondents were below the age of 20 years, 35 (63.6%) were between 21-30 years, 5 (9.1%) were between 31-40 years, 6 (10.9%) were between 41-50 years, 2 (3.6%) were between 51-60 years while 1 (1.9%) were above 60 the age of years. This study found that the majority of team members comprising 61.4% were between the ages of 21-30 years. This implies that a majority of the projects had staff at their youthful and energetic ages to work of different areas during the project life.

Table 4.4: Project manager distribution by level of education

	Level of education	Frequency	Percent
Project Managers	PhD	0	0
	Master degree	7	12.8
	Bachelor degree	24	43.6
	Diploma	16	29.1
	Certificate	8	14.5
	Other	0	0
Total		55	100.0

Table 4.4 presents distribution of the respondents according to educational level. For project managers, 7(12.8%) had Masters degree, 24 (43.6%) had Bachelor degree, 16 (29.1%) had diploma, 8 (14.5%) had certificates. These results indicate Bachelor degree as the most held qualification for project managers with 43.6% of the total respondents qualified at this level. More than half of the managers interviewed held a bachelor or master

degree. Their qualifications therefore meant that at least half of the projects studied were run by adequately trained managers with proper management skills.

Table 4.5: Project staff distribution be level of education.

	Level of education	Frequency	Percent
Project team members	PhD	0	0
	Master	0	0
	Bachelor	11	20.0
	Diploma	17	30.9
	Certificate	19	34.6
	High School	7	12.7
	Other	1	1.8
	Total	55	100.0

Table 4.5 shows the distribution of project team members according to their level of education. 11 (20.0%) of the respondents had Bachelor degrees, 17 (30.9%) had diplomas, 19 (34.6%) had certificates, 7 (12.7%) had High School qualifications and 1 (1.8%) had other technical trainings. Most of the staff in projects held a diploma qualification. 85.5 percent of the project staff held certificate or higher requisite technical qualifications to work in specific areas of expertise in the construction sector and therefore able to meet project requirements and specifications.

Table 4.6: Distribution of project managers by years of work experience.

	Experience category	Frequency	Percent
Project Managers	Below 2 Years	3	5.5
	2 to 5 Years	14	25.5
	5 to 8 Years	18	32.7
	8 to 11 Years	13	23.6
	Above 11 Years	7	12.7
	Total	55	100.0

Table 4.6 findings of the study show majority of managers have relevant work experience of between 5 and 7 years in the construction industry. 3 (5.5%) have below 2 years of experience, 14 (25.5%) had 2 – 5 years of experience, 18 (32.7%) had 5 – 8 years of

experience. 13 (23.6%) had 8 to 11-year experience, 7 (12.7%) had above 11-year experience. 69 percent of the project managers had over 5-year experience in managing construction projects and therefore sufficient experience to handle projects human resources needs.

Table 4.7: Distribution of project team by experience.

		Experience category	Frequency	Percent
Project team members		Below 2 Years	7	12.7
		2 to 5 Years	14	25.5
		5 to 8 Years	15	27.2
		8 to 11 Years	14	25.5
		Above 11 Years	5	9.1
		Total	55	100.0

Table 4.7 shows majority of the project team members 27.2% had relevant work experience of 5 – 8 years. 7 (12.7%) had less than 2 years work experience, 14 (25.5%) had between 2 – 5 years work experience, 15 (27.2%) had between 5 and 8 years of work experience, 14 (25.5%) had between 8 and 11 years of work experience while 5 (9.1%) had above 11-year experience. The findings show 61.8 percent of workforce in construction projects have more than 5-year experience in their areas of specialty and thus adequate to take on tasks according to project specifications and demands.

Table 4.8: Distribution of projects by complexity.

Complexity	Frequency	Percent
High	12	21.7
Medium	23	41.8
Low	20	36.5
Total	55	100.0

Table 4.8 provides distribution of study projects according to their complexities. Most of the projects 41.8 % were in the medium category, 21.7% of the projects were in the High category and 36.5% in Low category. The findings show studied project with budgeted cost of upto KES 100,000,000 comprised 36 percent, projects with budgets of between

KES 100,000,000 and KES 300,000,000 comprised 41.8 percent and projects with budgets of over KES 300,000,000 comprised 21.7 percent. High complexity projects were the least in the area of study.

4.4 Performance of construction projects

Performance of construction projects was assessed by using project schedule and cost performance. This was done using data from the projects and formula presented in section 3.7 that informed the basis for calculation of SPI and CPI for each project. Table 4.9 shows the performance of projects.

Table 4.9: Distribution of projects by performance

	Cost Performance Index		Schedule Performance Index	
	Frequency	Percent	Frequency	Percent
Good	36	65	10	18
Poor	19	35	45	82
Total	55	100	55	100

Results from Table 4.9 show 67 percent of the project had good Cost performance while 84 percent of the projects had poor schedule performance. The findings show that despite projects experiencing time over-runs, that did not automatically cause projects to experience cost over-runs. Analysis for projects with cost and time over-runs is shown in Table 4.10.

Table 4.10: Projects with schedule and cost over-run.

Schedule Over – run		Cost Over - run	
Number of projects	45	Number of Projects	19
Mean	0.6116	Mean	0.8629
Standard deviation	0.2329	Standard deviation	0.1979
Range	0.7472	Range	0.5215
Minimum	0.2439	Minimum	0.4781
Maximum	0.9911	Maximum	0.9996

The findings on Table 4.10 show the average time over-run in the construction sector was by approximately 100 percent. This means that for projects that had time overruns majority took twice the time initially scheduled to complete. The average cost over-run was by approximately 75 percent. This means that the majority of projects that had cost over runs were completed at a cost 75 percent more than what was the initial budget.

4.5 Transactional leadership style and project performance

Four aspects of transactional leadership style were assessed namely, contingent reward, MBE Active, MBE Passive and Laissez Faire. A summary of findings is shown in Table 4.11.

Table 4.11: Transactional leadership style and project performance.

Statements	Mean	Std. Deviations
Reward administered based on performance and achievement	4.53	0.601
There is clarity of rewards	4.40	0.599
Manager take measures to prevent mistakes from occurring	4.32	0.698
Manager tracks mistakes committed by staff	4.22	0.587
Manager’s delayed response to issues requiring attention	2.22	0.739
Manager is absent when needed to attend to important issues	2.05	0.643
Manager avoids involvement in project activities	1.99	0.663
Manager only reacts to problems if serious	1.78	0.554
Mean of means	3.19	

Table 4.11 show that transactional leadership is applied moderately by project managers with an aggregate mean 3.19. Performance and achievements were rewarded (mean 4.53) there was clarity of rewards (mean 4.40), managers took appropriate measures to prevent mistakes with means (mean 4.32), managers tracked mistakes committed by staff (mean 4.22). From the statements, projects managers use contingency reward, management by exception – Active have a mean of 4.47 and 4.27 respectively. The mean of means is calculated to identify items that have significant influence on performance of projects. Means that are higher in value to the mean of means are significant with strength

determined by their value. In this instance Administration of rewards according to performance had the strongest significant influence to project performance. clarity of rewards, use of preventive measures, tracking of mistakes had significant influence on project performance respectively. The study did not find significant influence of the following aspects to project performance: Delayed response to issues needing attention, absenteeism, avoidance and reacting to problem only if serious.

4.6 Transformational leadership style and project performance

Four aspects of transformational leadership style were assessed in this study, namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The findings are presented in Table 4.12.

Table 4.12: Transformational leadership style and project performance.

Statements	Mean	Std. Deviation
Manager is a model of moral and ethical standards	4.38	0.592
Manager Suggests different dimensions to solve problems	4.07	0.540
Manager emphasizes on collective mission amongst staff	3.89	0.691
Manager suggests new ways of performing tasks	3.85	0.668
Manager teaches and coaches project staff	3.69	0.519
Manager is able to differentiate abilities among staff	3.52	0.733
Manager displays power and confidence	3.25	0.683
Manager arouses awareness of important issues	3.21	0.702
Mean of means	3.73	

Table 4.12 findings show transformational leadership style is applied moderately in projects with aggregate mean of 3.73. Most respondents agreed to managers being a model of moral and ethical standard (mean 4.38), managers suggesting different dimensions to solve problems (mean 4.07), Managers emphasizing on collective mission to the staff (mean 3.89) and Manager suggesting new ways of performing tasks (mean 3.85). From the statements, aspects of intellectual stimulation and idealized influence were more practiced

with mean of 3.96 and 3.82 respectively. The findings show model of moral and ethical standards to have the strongest influence on project performance. Challenging staff to use different dimensions to solve problems, emphasis on collective mission and encouraging new methods of performing tasks had significant influence to project performance respectively. The study found no significant influence on teaching and coaching, attending to unique abilities, display of power and confidence and arousing awareness on issues of importance to the project.

4.7 Team commitment and project performance

Three aspects of team commitment were studied included Affective, Continuance and Normative. The findings in this section are shown in Table 4.13.

Table 4.13: Team commitment and project performance.

Statements	Mean	Std. Deviation
Staff consider project problems as their own	4.49	0.771
Leaving the project before completion did not feel right	4.38	0.693
Staff's investment into the projects was a lot	4.20	0.885
Staff are obligated to complete their contracts	2.62	0.649
Staff are determined to see through their contracts	2.27	0.722
Staff owe their loyalty to the project	1.93	0.808
Mean of means	3.32	

Table 4.13 findings show staff consider project problems as their own (mean 4.49), staff do not feel right leaving projects before completion (mean 4.38) and staff felt that they had invested a lot in the project to leave (mean 4.20). Statements indicate that Continuance commitment (mean 4.29), was the most common. Affective commitment (mean 3.38) was second. Normative commitment (2.28) was third. The study finds ownership of project problems to have the strongest significant influence to project performance. Staff staying on to the end of the project because leaving the project prematurely did not fell right, and staff investment into the project had significant influence respectively. Staff therefore felt they would lose on the resources they had put into the project and therefore would not be

able to receive recognition if they leave the project before closure. The findings showed no significant influence of obligation to complete contracts, determination to complete contracts and projects deserving loyalty from the staff. These findings confirm that commitment is given willingly and not coerced through contractual obligations to the staff.

4.8 Organizational culture and project performance

Organizational culture was assessed through the following factors namely terms of service, statutory requirements, recruitment process and workplace safety. The findings of these aspects are shown in Table 4.14.

Table 4.14: Organizational culture and project performance.

Statements	Mean	Std. Deviation
Fair selection and recruitment of staff	4.45	0.801
Statutory requirements require strict adherence	3.25	0.809
Reasonable terms of service to staff	3.21	0.796
Adequate workplace safety measures available to staff	1.96	0.748
Mean of means	3.21	

The results in Table 4.14 show organizational culture had moderate a moderate influence on performance of construction projects (aggregate mean 3.21). Respondents agreed that fair selection and recruitment of staff had the highest influence (mean 4.45). Adherence to strict statutory requirements (mean 3.25) was second. Reasonable terms of service to staff (mean 3.21) was third. The findings show fair selections and recruitment processes have the strongest significant influence on performance of projects. Adherence to statutory requirements and reasonable terms of service also had significant influence to project performance respectively. Staff appreciated workplace environment where acquisition of new staff and promotions of existing staff was done on merit that considered academic qualifications and the level of experience attained. The study did not find adequate safety measures to have significant influence to project performance possibly because all the projects had adequate workplace safety measures available as a mandatory statutory requirement for construction projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of findings of the study, discussions of results, conclusions and recommendations in relation to each of the research objectives. Sections in this chapter include introduction, major findings of the study, recommendations, conclusions and suggestions for further studies.

5.2 Summary of findings

The study shows that the majority of the respondents agree that leadership styles, project team commitment and organizational culture play an important role in project performance. The findings of the study according to the research objectives were as follows:

5.2.1 Transactional leadership style and performance of construction projects

The findings of this study show that Rewards were administered based on performance and achievements of staff, this aspect was enabled by existence of clarity of reward for corresponding task. Results from the study show that Transactional leadership style plays a moderate role in project performance (aggregate mean 3.19). Among the factors considered in this study, statements indicate contingent reward had the highest influence on performance of construction projects (mean 4.47). Statements for contingent reward were reward administered based on performance and achievement (mean 4.53) and there was clarity of rewards (mean 4.40). MBE Active was second (mean 4.27). Statements for MBE Active comprised managers taking measures to prevent mistakes from occurring (mean 4.32) and tracking of mistakes committed by staff (mean 4.22). Laissez faire style was third (mean 2.02), statements used to test laissez faire were absenteeism by managers when needed (mean 2.05) and managers avoiding involvement in project activities (mean 1.99). MBE passive was fourth (mean 2.00). Statements used to test MBE Passive were

delayed response by managers on important project matters (mean 2.22) and reacting to issues only if serious (mean 1.78). The findings in this section show that project staff apply themselves more efficiently to meet project goals whenever rewards are administered for accomplishing tasks and where rewards are stated clearly for each task. Contingent reward and MBE Active had positive influence on project performance showing that project managers provided rewards and clarified what to expect for every planned task to the project team. MBE Passive and Laissez Faire style had insignificant ratings indicating that they were least common in projects.

5.2.2 Transformation leadership style and performance of construction projects

Findings of the study indicate a moderate application of transformational leadership style (aggregate mean 3.73). Statements tested in the show managers are models of moral and ethical standards (mean 4.38). Managers suggest different dimensions to solve problems (mean 4.07). Managers emphasized on collective mission (mean 3.89) and Managers suggested new ways of performing tasks (mean 3.85). From the statements Intellectual stimulation (mean 3.96) was the most practiced with statements the following statements: Managers suggested different dimensions to solving problems (mean 4.07), Managers suggested new ways of performing tasks (mean 3.85). Idealized influence (mean 3.82) was second with statements as follows: manager was a model of moral and ethical standards (mean 4.38), manager displayed power and confidence (mean 3.25). Individualized consideration was third (mean 3.65). Inspirational motivation was fourth (mean 3.55). The findings show that managers are models of moral and ethical standards, challenge team members to look at problems from diverse dimensions and suggest solutions to the problems. Managers emphasized on collective sense of mission within the project towards meeting projects goals. Owing to limitations of time and budget, most projects did not practice Individualized consideration and inspirational motivation. These two required managers to consider individual abilities and strength and assist team members improve on their weaknesses by developing skills respectively.

5.2.3 Team commitment and performance of construction projects

The study findings on how team commitment influences project performance show a moderate influence (aggregate mean 3.32). According to the respondents, staff considered project problems as their own (mean 4.49). Staff did not feel it was right to leave the project before completion (mean 4.38). Staff indicated that they had invested a lot in the project and therefore leaving was not an option (mean 4.20). Statements indicating continuance commitment had a mean of 4.29, the statements included leaving the project before completion did not feel right (mean 4.38) and staff had invested a lot in the project (mean 4.2). Statements indicating affective commitment had a mean of 3.38, these included staff consider project problems as their own (mean 4.49) and Staff are determined to see through their contracts (mean 2.27). Statements indicating normative commitment had the least mean of 2.28, the statements included staff are obligated to complete their contracts (mean 2.62) and staff owe their loyalty to the project (mean 1.93). The results show that that most commitment shown towards projects was because staff took project problems as their own and therefore were determined to find solutions. In most of the projects staff stayed on because they didn't feel it was right to leave the projects before completion. Staff were determined to complete their projects owing to the investments they had out into the projects. The findings show continuance commitment to have significant influence on performance of construction projects.

5.2.4 Organizational culture and performance of construction projects

The findings of the study show organizational culture had a moderate influence on construction projects (aggregate mean 3.21). Among the statements tested, respondents considered fair selection and recruitment of staff as having the most significant influence on performance of construction projects (mean 4.45). Statutory requirements were second (mean 3.25). Reasonable terms of service were third (mean 3.21). Adequate workplace safety measures (mean 1.96) did not have significant influence on performance of construction projects.

5.3 Discussion

This segment of the study contains a detailed discourse of findings of the study and their comparison to the literature review.

5.3.1 Transactional leadership style and performance of construction projects

Transactional leadership puts emphasis on the project team achieving projects goals by all means. Projects that observe transactional leadership style provide contingent rewards in the form of incentives for meeting project goals and punishment for underperformance. Findings of this study show that transactional style has a moderate influence on project performance. The aspect of contingent reward has a strong influence on project performance. Findings on contingent reward aspect is consistent with Aga (2016) on development projects in Ethiopia and Kariuki (2015) on water projects in Kenya. The findings on contingent reward shows most projects performs better when rewards are available for attaining set goals. Rewards are clearly set out for each task completed according to the laid-out instructions. Aspect of management by exception – Active is also widely practiced mainly because most project leaders take appropriate measures to prevent mistakes in the projects and mistakes committed by members are tracked to occasion punishments which are meted through penalties, withholding rewards warnings and in extreme cases dismissal where instructions are not followed and aspects of the project performance are compromised. Management by exception Active is handy in short-term projects with temporary project team and team does not necessarily feel obligated to the project. Management by exception passive and Laissez faire styles are least practiced in projects owing to the amount of freedom the managers give to the project team. Since most construction projects take a short time to complete and involves a large financial outlay most project managers will feel more comfortable being more hands – on than allowing a lot of freedom to the project team.

5.3.2 Transformational leadership style and performance of construction projects

Transformational leadership style is the most recommended by many scholars as one that inculcates a sense of collective effort among members of a project team towards project objectives. In this study transformational style has highest influence to performance of projects. Studies have shown that transformational leadership style is the most preferred among project managers, Tabassi and Babar (2010) study of Iranian construction sector, Thwala, *et al.*, (2015) study on construction projects in South Africa and Kariuki (2015) study on water sector in Kenya. Among the aspects of transformational style practice intellectual stimulation had the highest influence to project performance. This shows that most managers suggest different dimensions to solving problems and to apply new ways when performing tasks. Idealized influence was also practiced in many projects indicating managers being models of moral and ethical standards in the project while displaying power and confidence over the project. Individualized consideration and inspirational motivation were least practiced in construction projects reason being the time required to complete the projects and budget allocation for the projects were too restrictive to allow personalized coaching and trainings and arousing awareness of important issues surrounding the project. Projects might have preferred to hire staff that were adequately trained and were experts in their specific areas to minimize training, coaching requirements for staff in the projects.

5.3.3 Team commitment and performance of construction projects

Team commitment is an essential factor which should be applied appropriately to ensure projects realize desirable outcomes. Studies have shown that members who are committed to the project's goals show willingness to remain with the team and a strong desire to exert effort in tasks allocated to them. Findings in this study show that generally team commitment plays a moderate role in project performance. Most of the project staffs considered project problems as their own. Staff did not feel it was right to leave the project before completion. The findings showed that staff had invested a lot of their manpower and time into the projects and did not want to leave until they completed their allocations. The

findings show continuance commitment as the one with most influence on project performance. This means that members of project teams committed to their projects out of time and effort they had put in to the projects and were determined to go to the end of their terms in the projects. Affective commitment and Normative commitment did not have significant influence on performance of construction projects. Findings on team commitment indicates the important role commitment plays in ensuring effective project performance Turner (2014). Kibuchi (2012) attributes success of construction projects in Kenya to team effort and proper attitude towards project goals. This is further supported by (Mungeria, 2012; Kariuki, 2015).

5.3.4 Organizational culture and performance of construction projects

Findings of this study on organizational culture identified fair selection and recruitment of staff to have the highest influences on performance of construction projects. Statutory requirements and terms of service had significant influence on performance of projects. Project. Team members will therefore prefer to work in projects with fair recruitment and selection of staff into the project as well as equal opportunity to promotions within the project. Statutory requirements and terms of service had significant influence to performance of projects. Statutory requirements are standard for everyone in the profession and may require strict adherence failure to which one may face litigation. Study by Jordan *et al.*, (2012) in South Africa shows that organizational culture influences performance of construction projects. Ochieng and Price (2010) study in Kenya shows critical organizational culture to be an important aspect that determines project success.

5.4 Conclusions

The general objective of the study was to determine the influence of leadership styles on the performance of housing construction projects in Westlands sub – county in Nairobi Kenya. Findings of this study show that a majority of projects experience significant time and cost over-run with time over-run being 100 percent and cost over-run being 75 percent. From the study findings its can be concluded that time over-run does not automatically cause a cost over-run of the same magnitude. The study found that no one particular style

can be applied to projects in isolation though in overall transformational leadership style had the most significant influence on project performance of housing construction projects. Thus, it is imperative for project managers to adopt aspects of both transactional and transformational styles with significant influence to projects performance in order to improve performance of construction projects within the county.

Effective implementation of construction projects draws workforce from different specialties depending on the construction phase of the project. Team commitment and organizational culture have a significant role in performance of projects. project managers should adopt means of enhancing values that foster team commitment to enable realization of project goals.

The study findings show a moderating role of organizational culture on project performance. Projects should therefore have terms of services that are fair and competitive to ensure that they are able to attract highly skilled and motivated members of the project team capable of achieving projects objectives within the planned parameters.

5.5 Recommendations

The following recommendations were made from the study.

Project managers should have clear policies on reward schemes for each task completed within set parameters for each member of the project team. Projects managers need to maintain a close look at project activities and take appropriate measures to prevent mistakes from happening.

Project managers should lead by being model of moral and ethical standards to be emulated by the team members. Managers should encourage their teams to find solutions to challenging problems within the projects. This assists in finding new and ingenious methods of tackling challenges. To facilitate free thought, project managers should inspire team members to have a collective sense of mission towards project's goals. This can be done by encouraging team members to seek assistance amongst themselves before escalating challenging situations to management.

Project managers should foster a conducive environment that motivates team members to work through the end of the project. Completing all project tasks with the same team is important considering the initial team that has a common sense of mission towards achieving project goals is likely to see of all the project tasks according to the initial design of the project.

Projects should have fair selection and recruitment processes to ensure only the required skills and qualifications are acquired and retained in the project. Fair terms of service will enable projects to attract and retain highly skilled project team. Proper terms of service discourage apathy among project team especially in highly specialized short-term projects. It fosters a common sense of mission and enables the project team to work with extreme diligence and ethics thus ensuring project objectives are achieved as scheduled.

5.5.1 Suggestions for further studies

Based on the findings of the study and limitations, some areas are suggested for further study. First the study used a descriptive survey, there is need for a longitudinal research design that would study project performance from start to completion hence be able to determine leadership style at different phases of the projects.

Secondly the study only used cost and schedule performance to determine project performance. other factor can be included in future studies to establish project performance such as client and stakeholder satisfaction and how the project has impact on the environment.

Thirdly, housing construction projects is only a portion of construction projects. Future studies need to expand to other construction projects of public and private utilities to investigate their performances in the various sector of economy.

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APPENDICES

Letter of Transmittal

Walter O Oyaya,
P.O BOX 69654 -00400,
Nairobi, Kenya.

24/04/2017

To the Respondents,

I am a post graduate student of Project Planning and Management at the University of Nairobi. I am collecting data for a study on the influence of Leadership style on performance of construction projects in Westlands sub – county. I request you as a respondent in this study to attend to each of the questions with sincerity.

The information collected is confidential. Your identity as a respondent will not be disclosed. You are not required state your name on the questionnaire. Your participation is voluntary and should there be a question that you do not wish to answer, kindly let me know and we can move to the other questions. Your cooperation is highly appreciated.

Thank you for the valuable time and information provided in this study.

Yours faithfully,

Walter O Oyaya.



Appendix II: Questionnaire for team members

The aim of this questionnaire is to gather information about the influence of **leadership styles on performance of ongoing real estate projects in Westlands sub - county**. Please answer to each question truthfully.

Part A: General information

1. Name of the project _____
2. Please indicate your gender. [] Male [] Female
3. Kindly indicate your age bracket in years
 - Below 20 21 to 30 31 to 40
 - 41 to 50 51 to 60 Above 60
4. Please indicate your highest level of education attained so far.
 - PhD Master’s degree Bachelor degree
 - Diploma Certificate High school
 - Others (please specify.....)
5. Kindly indicate your work experience.
 - Below 2 years 2 to 4 years 5 to 7 years
 - 8 to 10 years Above 10 years
6. Compared to other projects that your organization has undertaken in the past, kindly rate the project complexity
 - Low Medium High

Part B: Statements relating to leadership styles.

7. Statements relating to leadership styles.

Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statements relating to transactional leadership styles	SD-1	D-2	N-3	A-4	SA-5
i.	The manager gives a clear reward scheme for each scheduled task in the project.					
ii.	The manager tracks mistakes for each staff and penalizes when they reach a certain threshold.					
iii.	The project manager delays to respond to problems occurring in the project.					
iv.	The project manager is always absent when needed to attend to important project matters.					

	Statements relating to transformational leadership styles	SD-1	D-2	N-3	A-4	SA-5
v.	The manager displays power and confidence while administrating project activities.					
vi.	The manager arouses awareness about important tasks and schedules in the project.					
vii.	The project manager encourages the team to look at problems from different dimensions.					
viii.	The manager appreciates our different abilities and therefore provides individualized attention to staff.					

Part C: Statements relating to team commitment

8. Statements relating to team commitment.

Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statement relating to Affective commitment	SD-1	D-2	N-3	A-4	SA-5
i.	I was determined to finish my contract with the project					
	Statement relating to continuance commitment					
ii.	I had invested a lot of time and resources for me to leave before project closed					
	Statement relating to normative commitment					
iii.	This project deserves my loyalty					

Part D: Statements relating to organizational culture

9. Statements relating to organizational culture.

Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statements relating to organizational culture	SD-1	D-2	N-3	A-4	SA-5
i.	The project company provided fair terms of service to the staff.					
ii.	Statutory requirements made it easy for staff to leave the project before closure.					

10. In view of the questions discussed in this study which one do you consider to be the most influential in performance of projects. Please explain the reason for your choice.

Thank You for participating in the study.

Appendix III: Questionnaire for project managers.

The aim of this questionnaire is to gather information about the influence of **leadership styles on performance of ongoing real estate projects in Westlands sub - county**. Please answer to each question truthfully.

Part A: General information

1. Name of the project _____
2. Please indicate your gender. [] Male [] Female
3. Kindly indicate your age bracket in years
 - Below 20 21 to 30 31 to 40
 - 41 to 50 51 to 60 Above 60
4. Please indicate your highest level of education attained so far.
 - PhD Master’s degree Bachelor degree
 - Diploma Certificate High school
 - Others (please specify.....)
5. Kindly indicate your work experience.
 - Below 2 years 2 to 4 years 5 to 7 years
 - 8 to 10 years Above 10 years
6. Compared to other projects that your organization has undertaken in the past, kindly rate the project complexity
 - Low Medium High

Part B: Statements relating to leadership styles.

7. Statements relating to leadership styles
 Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statements relating to transactional leadership styles	SD-1	D-2	N-3	A-4	SA-5
i.	During project implementation, I made it clear the reward each project member was to receive once the project performance goals were achieved					
ii.	During project implementation, I gave clear and final instructions to be implemented in the project.					
iii.	During project execution, I waited for things to go wrong before taking action					
iv.	I always observed the progress of the project assessed risk and took precaution to avoid mistakes in the project.					

	Statements relating to transformational leadership styles	SD-1	D-2	N-3	A-4	SA-5
i.	During the project execution, I emphasized the importance of having a collective sense of mission among team members.					
ii.	During project implementation, I gave attention to project members' different needs, abilities, and aspirations.					
iii.	During the project execution, I helped team members to develop their strength/skills					
iv.	During project implementation, I encouraged team members to look at project issues/problems from many different dimensions					

Part C: Statements relating to team commitment

8. Statements relating to team commitment.

Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statement relating to Affective commitment	SD-1	D-2	N-3	A-4	SA-5
i.	The project team considered the team's problems as their own					
	Statement relating to continuance commitment					
ii.	Members of the project team did not feel it was right to quit the project before closure.					
	Statement relating to normative commitment					
iii.	Project team members were obligated to complete their contracts at the project.					

Part D: Statements relating to organizational culture

9. Statements relating to organizational culture

Scale – Use the scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statements relating to organizational culture	SD-1	D-2	N-3	A-4	SA-5
i.	The project company provided fair terms of service to the staff.					
ii.	Statutory requirements made it easy for staff to leave the project before closure.					

Part E: Statements relating to project performance.

10. In relation to the project mentioned in question 1, please indicate specific figures (in KES) in the space provided.

- i.** Current Actual Cost of Performed Work (ACWP) _____
- ii.** Budgeted Cost of Work Performed (BCWP) _____
- iii.** Budgeted Cost of Work Scheduled (BCWS) _____

Thank you for participating in the study.

Appendix V: List of Projects.

	Project Number	Project Name
1	FF 558	Proposed Renewal of Approved plan CPF-AB017 (Resource & Offices)
2	CPP-AA089	Proposed Hotel -14 Levels
3	CPF-AM337	Proposed amendment of apartments from 12 to 9 floors-(86no.)
4	FF 496	Proposed Renewal to Approved Plan No.CPF-AG227(50No. Apartments)
5	CPF-AM702	Proposed Additional Bedroom To Each Previously Approved 10 No. Town Houses [Cpf-Aj 266]
6	CPF-AM290	Proposed Hotels Suites
7	FF 560	Proposed Renewal to Approved Plan CPF-AH320- (840 Apartments)
8	FF 571	Proposed Renewal to Approved Plan CPF-AH585 (Offices & Shops)
9	CPF-AM715	Proposed Residential Apartments
10	FF 577	Proposed Renewal to Approved Plan CPF-AA457-(Additional 80No. apartments and shopping centre /administration offices to approved 200No. partments)
11	CPF-AM550	Proposed Residential Apartments 20No. Two Bedroomed Flats & 40No. Three Bedroom Flats
12	CPF-AM682	Proposed office block(10 levels offices & 4 levels parking)
13	CPF-AM566	Proposed Additional Apartments (72 No.) to Approved Plan FD804 (216 No.)
14	CPF-AM564	Proposed alteration and additional management office.
15	FF 573	Proposed Renewal to Approved Plan CPF-AG558- (68No One/two, & Three Bedroom Service Apartments.)
16	FF 563	Proposed Renewal to Approved Plan CPF-AA190-(Hotel: Additional 7 Floors to Approved 8 Floors (EZ 59)
17	CPF-AM615	Proposed amendments & additions to approved plan no. CPF -AJ-148
18	CPF-AM725	Proposed Additional to a Residential Hotel
19	CPRN-AA002	Proposed Additional 7No. Town Houses to 6No town HousesTotal 13No. Town Houses)-approved plan no cpf-AF594
20	CPF-AM594	Proposed Home for the aged - 8 Units
21	CPF-AM722	Proposed 75 No. Five Level 1 And 2 Bedroom Units And Two Level Parking Basements
22	CPF-AM614	Proposed Office Block (11- Levels)
23	CPF-AM689	proposed additional 9No.flats(5TH - 7TH) to approved plan No. FD337 28no flats total 37 no flats.
24	CPF-AM695	Proposed Additional 16 No. Apartments To Approved 29 No. (Cpf-Af876) - Total 45 No.
25	CPF-AM592	Proposed Tyre centre and lighting fittings showroom
26	CPF-AM617	Proposed 10No. Office block and gate house
27	CPF-AM721	Proposed 306No. Two Bedroom Apartments
28	CPF-AM576	Proposed Shops & 48 No. Flats

29	CPF-AM686	Proposed 30 number apartments.
30	CPF-AM372	Proposed 18 no shops and 56 no flats
31	CPF-AM707	Proposed 30No. Apartments to Approved 12No. Apartments (Total 42No. Apartments)
32	CPF-AM517	Proposed shops & bedsitters(ground plus 7 floors).
33	CPF-AM378	Proposed Amendments And Additional 3no. Flats To Approved 14no. Total (17no. Flats).
34	CPF-AM571	Proposed 2 no town houses
35	CPF-AL093	Proposed 10 No. Shops & 25 No. One & Two Bedroom Flats & 5No. Bedsitters
36	CPF-AM565	Proposed Additional 11no. Apartments To Approved Af828 (31no.)
37	CPR-AH074	Alterations and Extensions to an Existing Factory.
38	CPF-AM573	Proposed 30No. one bedroom apartments and 12No. bedsitters.
39	CPF-AM493	Proposed Office Block - 3 Levels
40	CPF-AM514	Proposed additional meeting room,library,chapel & serviced apartments(2 levels) for priests to existing seminary
41	CPF-AM503	Proposed 20 No. one & two bedroom apartments
42	CPF-AM619	Proposed amendments to plan Reg No. CPF AK 941(Proposed Offices-3levels)
43	FF 552	Proposed renewal of Approved plan CPF-AC420 & FE 958 (Dwelling House)
44	CPF-AM400	Proposed 8 No. Three Bedroom Apartments.
45	CPF-AM658	Proposed 2no shops and 48 No. bedsitters
46	CPF-AM688	Proposed 25No Rooms
47	FF 576	Proposed Renewal to Approved Plan CPF-AH100- (4No. Town Houses)
48	CPF-AM234	Proposed 20 no. one bedroom flats and 10. no. bedsitters
49	CPF-AM244	Proposed 20 no. one bedroom flats and 10 no. bedsitters
50	CPF-AM443	Proposed Chapel, Dining Hall with Kitchen, Offices, Classrooms(Ground Floor) and Hostels(1st Floor) - 2 Levels.
51	CPF-AM430	Proposed 24No. One & Two Bedroom Apartments
52	CPF-AM439	Proposed additional 4 no apartments to approved 20 no apartments (plan no DZ481) Total =24no Apartments.
53	CPF-AM561	Additional 12No. Apartments to Approved 20No. Apartments on CPF-AJ247
54	CPF-AM683	Proposed 20 No. two bedroom flats.
55	CPF-AM700	Proposed additional sauna and gym to existing dwelling house
56	CPF-AM611	Proposed Offices
57	CPF-AM618	Additional 3 no shops and 12no flats to approved 12 no flats (Approved plan no DX383)
58	CPF-AM662	Proposed dwelling house.
59	CPF-AM588	Proposed Of Site Relocation To Approved Plan Aj405 (28no. One Bedroom Flats)
60	FF 564	Proposed Renewal to Approved Plan CPF-AF331 (6No. Apartments)
61	CPF-AM522	Proposed 32No. one bedrooms flats and 16No. bedsitters.

62	CPF-AM525	Proposed dwelling house.
63	CPF-AM279	Proposed additional 5th floor(bedsitters) to approved shops & bedsitters.
64	CPF-AM446	Proposed Dwelling House
65	FF 568	Proposed Renewal to Approved Plan CPF-AG494 -(9nO. Two Bedroom Flats)
66	CPF-AM742	Motor Vehicle Garage (Car Service Centre)
67	CPF-AL912	Proposed 16 No. one & two bedroom Flats
68	CPF-AM257	Proposed dwelling house
69	FF 561	Proposed Renewal to Approved Plan CPF-AE982-Dwelling House with a gazebo,Swimming pool and Gate House
70	CPF-AM278	Proposed additional 22No. bedsitter to approved 21No. bedsitter and 7No. shops.
71	CPF-AM714	Proposed 10 no flats
72	CPF-AM223	Proposed Additional 12 no flats to 28 no flats(approved plan no CPF AI 793) total 40 no flats.
73	CPF-AM358	Proposed Dwelling House.
74	CPF-AM734	Proposed 12 No. one bedroom flats and 3 No. bedsitter.
75	CPF-AM560	Proposed 16no. Flats
76	FF 566	Proposed Renewal toApproved Plan CPF-AG720(Dwelling House)
77	FF 574	Proposed Renewal to Approved Plan CPF-AH525 (Dwelling House)
78	FF 575	Proposed Renewal to Approved Plan CPF-AH293 (Dwelling House)

Appendix IV: Institutional letter.



UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 319262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

30th October, 2017

REF: UON/ODEL/NLC/27/462

RE: WALTER . O. OYAYA- REG NO.L50/73606/2014





The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "Influence of leadership style on performance of construction projects: A case of housing projects in Westlands sub-county, Nairobi Kenya."

Any assistance given to him will be appreciated.

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA-MURAL CENTRE

Appendix V: Research Clearance Permit.

<p style="text-align: center;">CONDITIONS</p> <ol style="list-style-type: none">1. The License is valid for the proposed research, research site specified period.2. Both the Licence and any rights thereunder are non-transferable.3. Upon request of the Commission, the Licensee shall submit a progress report.4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.6. This Licence does not give authority to transfer research materials.7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.	<p style="text-align: center;"> REPUBLIC OF KENYA</p> <hr/> <p style="text-align: center;"> National Commission for Science, Technology and Innovation RESEARCH CLEARANCE PERMIT</p> <p style="text-align: center;">Serial No.A 16422 CONDITIONS: see back page</p>
<p>THIS IS TO CERTIFY THAT: MR. WALTER OCHIENG OYAYA of UNIVERSITY OF NAIROBI, 0-400 Nairobi, has been permitted to conduct research in <i>Nairobi County</i></p> <p>on the topic: INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE OF CONSTRUCTION PROJECTS: A CASE OF HOUSING PROJECTS IN WESTLANDS SUB-COUNTY, NAIROBI KENYA</p> <p>for the period ending: 14th November, 2018</p> <p>..... Applicant's Signature</p>	<p>Permit No : NACOSTI/P/17/64818/19998 Date Of Issue : 14th November, 2017 Fee Received : Ksh 1000</p> <p style="text-align: center;"></p> <p style="text-align: center;"> Director General National Commission for Science, Technology & Innovation</p>