

**INFLUENCE OF LEADERSHIP STYLES ON TIMELY COMPLETION
OF ROAD CONSTRUCTION PROJECTS IN KENYA: A CASE OF
NORKEN LTD, NAIROBI, KENYA**

By

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DECLARATION

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

Signature

Date.....

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L50/70390/2011

This project report has been presented for examination with my approval as the university supervisor.

Signature

Date.....

Professor ESTHER NJOKI GICHERU

DEDICATION

This research project is dedicated to my parents; mum Margaret Muthike and in memory of my late Dad-Sebastian Muthike for his commitment and inspiration to life, may his soul rest in eternal peace. I also wish to dedicate this work to my lovely wife, Isabel Wawira and our Son, Nicholas Munene; you have been a source of inspiration in this journey of life.

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ABBREVIATIONS AND ACCRONYMS

| | |
|-------|-------------------------------------|
| AFD | African Development Bank |
| GoK | Government of Kenya |
| KeRRA | Kenya rural roads Authority |
| KNBS | Kenya National Bureau of Statistics |
| KURA | Kenya Urban Roads Authority |
| WDP | World development report |
| WFP | World Food Programme |
| KfW | German Development Bank |
| MDGs | Millennium Development goals |
| P M | Project manager |
| R E. | Resident Engineer. |

ABSTRACT

Many projects continue to fail despite the huge investment and use of established project methods and techniques, as the leadership competency required for successful project performance have been found lacking. A project's success or failure is in part, based on effectively managing the constraints of scope, time, costs, and quality expectations. In order to achieve this, it is essential that the project manager possess and display appropriate project management leadership. Empirical literature indicates no evidence of research on leadership styles as a factor influencing the completion of road construction projects. In most road construction projects in Kenya, it has been observed that they are not completed on set timelines despite Kenya government engaging Consultants to manage roads on its behalf. The purpose of this study was to investigate whether leadership styles applied by consultant's project managers affected the timely completion of construction projects in Kenya. The study investigated if authoritative, authoritarian, democratic and permissive leadership styles applied by Consultants' project manager's influenced the timely completion of these construction projects in Kenya. Four research questions were formulated to guide the study. The target population for this study consisted of 36 Norken staff and 24 projects seconded staff in the five construction projects whose contract period had elapsed. The research used a descriptive cross-sectional survey design. Stratified sampling technique was used to select the samples and data collected using structured questionnaires. Quantitative data was analyzed using descriptive statistics while qualitative data was analyzed thematically using content analysis. The study may be useful to Government roads agencies, Consultants and road contractors in Kenya in understanding the impacts of various leadership styles on construction management as well as construction professionals to understand influence of their leadership in timely completion of road projects. The study deduced that aspects of transformative leadership like proactiveness in finding solutions to challenges, establishing good working relations between contractors and consultants, advising client to pay contractors on time and consensus building accelerates projects progress. Also it concluded that Autocratic leadership delays completion of road projects due to high turnover of key staff, poor working relations with contractors, staff low morale and lack of commitment to work since project manager does not entertain queries on design errors, missing items in Bill of Quantities and conflicting instructions to the contractor. It was established that project managers employing democratic leadership complete their projects earlier or within contract period due to regular consultations on design reviews, evaluation of contractor invoices and claims, decision making and delegation of duties making the whole process all inclusive. Finally on Permissive leadership, the study revealed that when staff are allowed to develop procedures for quality control, work methods, verification of contractors invoices and design reviews without consulting project manager, they expose client to financial and time extension claims, many centers of power arise as well as corruption through inflation of Bill of Quantities thus delaying completion of road projects. The study recommends use of Transformative and democratic leadership's together in construction projects as they scored highly from respondents below 40 years representing 67% of respondents who do not want to be micro managed but need considerable freedom to perform tasks with guidance of project manager. The study also recommended that all senior staff should possess a minimum of postgraduate diploma in project management before being deployed to road construction projects. Finally, Permissive leadership should be discouraged as it exposes clients to claims for money and extension of time, corruption through inflation of bill of Quantities by contractors as well as creating many centers of power making road construction inefficient.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Project leaders play an important role to make work efficient and effective, thus many management experts consider project leaders as the main driving force and source of organization development (Milkamali, 1995). Administrators' leadership styles influences the efficiency and effectiveness of organizations and other inter-related factors like employees level of psychological and social maturation at work (Alageheband, 1997).

The Kenya Vision 2030 is the national long-term development policy that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision comprises of three key pillars: Economic; Social; and Political. The Economic Pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same until 2030.

Infrastructure development is one of the key pillars of Vision 2030 which seeks to improve the prosperity of all regions of the country and all Kenyans by achieving a 10% Gross Domestic Product (GDP) by 2017).One of the key ingredients in delivery of vision 2030 was construction of 10,000Km new roads through public private partnership and maintenance of existing infrastructure to help ease access to rural areas to enhance economic growth of key sectors of economy (<http://www.vision2030.go.ke/>).Public roads and roads access Act (CAP408) provide the legal framework of establishment of rural public access roads while establishing roads agencies and their relationship with County governments in management of roads in Kenya (<http://www.kenyalaw.org/>)

Road construction projects have been delayed by political factors due to infighting and interests by political leaders and in some cases ending in courts for example; Kenya rural roads Authority(Kerra) was sued by governors of 29 counties in a bid to wrestle control of construction projects from national government through a suit filed on December 11, 2015. This led to stoppage of construction projects thus affecting their completion timelines (www.standardmedia.co.ke January 12, 2016).

Some road construction projects in Kenya have been delayed by heavy rains falling on these project areas, for example: the 29km road linking Chuka and Kathwana towns was delayed

by 3 months (<http://www.the-star.co.ke/news/2016/01/12>), 5.3km Upper Hill-Hospital road in Nairobi was delayed by 6months due to rains (<http://www.constructionkenya.com/>).

Contractors' cash-flow problems affect the financing and operations of road construction projects since labor and materials procured cannot be paid on time thus creating a chain reaction in whole production chain. Also late payment to contractors for work done affects the contractors' cash flow to meet operational needs, thus affecting work progress and delayed completion times. For example; contractors cashflow problems affected the completion time of Muizenberg-Clovelly and Gugulethu-Manenberg roads in Capetown South Africa by 18 months leading to liquidation of Darson,Jansen Tarmac, Requad Civils, Toleni Construction and sub-contractor Winlite construction after they were charged liquidated damages for the time lost(<http://www.fin24.com/Economy/Contractor-crisis-delays-Cape-road-projects-20140530>.)

In United States, Indiana transport department suspended the construction of Smith-Intersection of State road 3 and Lincoln street among others due to cash flow problems caused by unexpected high construction costs of the projects (<http://www.greensburgdailynews.com/>)Rehabilitation of Sigalagala-Butere road, Chebilat-Ikonga road (*Norken monthly project reports*), Upper hill-Hospital road, Kakamega – Webuye, Kisumu-Kakamega Kenya are a few examples of road construction projects affected by clients delayed payments to Contractors(<http://www.constructionkenya.com/>).

The government has been engaging consultants' to manage road construction projects and retained the policy and overall supervisory role to increase efficiency in timely completion of projects. Unfortunately it has been observed that someroad construction projects managed by Consultants are still not completed on time for example St. Mary-Nyakahura road (Murang'a county), Imenti-Chogoria road (Meru county), Sigalagala-Butere road (Kakamega county), Chebilat-Ikonga road (Kisii County),Pageri-Ame and Ame-Magwi roads in Southern Sudan among others whose construction period was exceeded thus raising the question 'what leadership role did the project managers play in delayed completion?'.

In this view it is important to interrogate the influence of project leadership style on timely completion of road projects. Brumach (1998) argues that performance refers to both behaviors and results and adjusting organization behaviors and actions of work to achieve results and outcomes. The present variable completion times of different road construction projects managed by NorkenLtd coupled with the saying that 'no organization is can be

greater than their leaders'(Odewunmi, 2008), its considered suitable to have an insight into leadership styles exhibited by Project managers in Norken Ltd in management of road construction Projects in Kenya.

1.2 Statement of the Problem

Timely completion of road construction projects in Kenya is affected by climatic conditions, changes in design during construction and delayed payments by government. Despite government fast-tracking payments, carefully monitoring weather in project areas and engaging consultants to manage road construction projects on its behalf to improve efficiency, delayed completion is still being observed in most road projects. This continued delay in completion of road projects has raised the question “what leadership role do project managers play in delayed completion of road projects?” The present observed varying completion times in various Norken Ltd managed road construction projects in Kenya coupled with the saying that ‘No organization can be bigger than its leaders’ made it important to examine the influence of leadership styles on timely completion of Norken Ltd managed road construction projects in Kenya.

1.3 Purpose of the Study

The purpose of this study was to examine the influence of leadership styles on timely completion of road construction projects managed by Norken Ltd, Kenya

1.4 Objectives of the Study

The objectives of this study are to:

1. To analyze the influence of Transformative leadership style on timely completion of road construction projects managed by Norken ltd, Kenya.
2. To examine the influence of Autocratic leadership style on timely completion of road construction projects managed by Norken ltd, Kenya.
3. To assess the influence of Democratic leadership style on timely completion of road construction projects managed by Norken ltd, Kenya.
4. To investigate the influence of Permissive (Laissez Faire) leadership style on timely completion of road construction projects managed by Norken ltd, Kenya.

1.5 Research Questions

The study seeks to answer the following questions:

1. To what extent does Transformative leadership style influence timely completion of road construction projects managed by Norken ltd, Kenya?
2. How does Autocratic leadership style influence timely completion of road construction projects managed by Norken ltd, Kenya?
3. What is the influence of Democratic leadership style on timely completion of construction projects managed by Norken (I) ltd, Kenya?
4. How does Permissive (Laissez Faire) leadership style influence timely completion of road construction projects managed by Norken ltd, Kenya?

1.6 Significance of the Study

This study will contribute to the existing body of knowledge on leadership styles and timely completion of road projects in Kenya and serve as a point of reference by future researchers. The finding of the study is hoped to be of great importance to the government as it may apply the finding of the study to ensure consultant companies play their key role more particularly in project management to generate sustainable economic growth. Further, the finding of this study may benefit the government roads agencies through development of policies that govern Engineering consultancies in road management to make construction efficient and effective to achieve set targets in line with vision 2030. The findings of this study may also benefit the road contractors in Kenya

1.7 Delimitations of the Study

The study covers Norken Ltd managed road construction projects whose completion times have been exceeded. The study delimits itself to 60 respondents, made up of Norken staff and projects seconded staff from contractors in the five projects selected at random whose construction period has expired. (See table 3.1 for the selected projects).

1.8 Limitations of the Study

Limitations of the study include, the research findings should be generalized to other road construction projects with care since delay in completion of road construction projects is affected by other factors which are assumed to be held constant for this study although in reality they might play a role in delayed completion of road construction projects. Some of the respondents targeted were reluctant in giving information fearing that the information sought

would be used to intimidate them or print a negative image about them or the firm. The researcher handled the problem by assuring them that the information they gave would be treated confidentially and it would be used purely for academic purposes. Data collection for road construction project in Southern Sudan might have logistical problems due to communication but questionnaires will be sent email.

1.9 Assumptions of the Study

The study assumed that respondents were available and willing to participate in the study and that they gave correct and valid information that would assist in answering research questions. It is also the assumption of the researcher that the authorities in the projects would grant the required permission to collect data from employees

1.10 Definition of Significant Terms

The following are the significant terms of the study;

Autocratic Leadership style Authority centers on the leader, manager enforces decisions by reward and punishment, communication is in one direction – from manager to sub-ordinates and conformity and obedience on the part of followers is expected.

Democratic Style This is a leadership style where a suggestion of the leader and members is considered. It's a human relations approach where all group members are considered as important contributors to a decision. There is two way communications between leader and subordinates.

Lazier Faire style This is "Allow them to do" leadership style where the leader exercises very little control or influence over the group members. Members are given a goal and left alone to decide how to achieve it and the role of the leader is more facilitative than control.

Transformative Style This is a leadership style where the leader mobilizes a team towards a common vision and focusses on end goals, leaving the measures to individual. It's considered a 'come with me' leadership style and works best when a team needs a new vision

because circumstances have change. Authoritative leader inspires entrepreneurial spirit and vibrant enthusiasm for the mission.

1.11 Organization of the Study

The study is organized into five chapters. Chapter One contains the background of the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, limitations, delimitations, basic assumptions and the organization of the study. In Chapter Two, Literature is reviewed in the following order; the influence of Transformative leadership style on timely completion of road construction projects, influence of Autocratic leadership style and timely completion of road construction projects, Democratic Leadership and timely completion of road construction projects and Laissez fair leadership and timely completion of road construction projects. The chapter also presents a conceptual framework showing the variables and the various indicators. Chapter Three outlines the research methodology used in the study and include research design, target population, sample size and sampling techniques, research instruments, validity of the instruments and reliability of the instruments. The study presents the Operationalization of variables table. Chapter Four presents analysis, presentation and interpretation of data while Chapter Five entails summary of findings, discussions of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The Kenya Vision 2030 is the national long-term development policy that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision comprises of three key pillars: Economic; Social; and Political. The Economic Pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same until 2030. The Social Pillar aims at investing in the people of Kenya in order to improve the quality of life for all Kenyans by targeting a cross-section of human and social welfare projects and programs, specifically: education and training, health, Environment, Water and Sanitation, Population, Urbanization and Housing, Gender, Youth and Vulnerable Groups, Sports, Culture and Arts.

The goal of the Political Pillar is to move to the future as one nation. It is anchored on the rule of law, democracy and improved public service delivery, transparency and accountability, public administration reforms and security, peace building and conflict management. Infrastructure development is one of the key pillars of Vision 2030 which seeks to improve the prosperity of all regions of the country and all Kenyans by achieving a 10% Gross Domestic Product (GDP) by 2017. One of the key ingredients in delivery of vision 2030 was construction of 10,000Km new roads through public private partnership and maintenance of existing infrastructure to help ease access to rural areas to enhance economic growth of key sectors of economy (<http://www.vision2030.go.ke/>).

Public roads and roads access Act (CAP 408) provide the legal framework of establishment of rural public access roads while establishing roads agencies and their relationship with County governments in management of roads in Kenya (<http://www.kenyalaw.org/>.)

According to the Ministry of Roads' Service Charter (2008), there is a need for improvement of roads to a motorable condition because the road transport carries about 80% of all cargoes and passengers in the country. Due to the importance of roads in socio-economic development of the country, the government has in the recent past steadily increased budget allocation to the road sub-sector. This puts the construction sector in Kenya among the key agents and contributors to growth accounting for 18.8% of the economy in 2010 (Economic Survey 2011, KNBS)

Road management is done by various government agencies namely Kenya national highways authority (Kenha) which manages international and national trunk roads (Class A, B, C), Kenya rural roads authority (Kerra) which manages rural roads (class D and E), Kenya urban roads Authority (Kura) which manages urban roads, Kenya wildlife Service which manages roads passing through national parks and game reserves and County governments which manages unclassified roads within their respective counties. These government agencies engaged private engineering consulting firms through competitive bidding to manage the construction and maintenance of these roads while retaining the overall policy and supervisory roles as clients.

The contractors and consultants engaged in road construction and maintenance projects have varying experience, capabilities and management skills, all of which have a major impact on the completion times of construction projects. The growth in the number of these players in the industry has not seen a corresponding improvement in the timely delivery of projects, although with more contractors and consultants, there is increased competition among themselves and the clients have a greater variety of service providers from which to select. The construction industry in Kenya is now at a stage where most contractors, both emerging as well as long established, can hardly deliver their projects on schedule, not to mention failing to perform all together. This failure to deliver road projects on time annoys both clients and road users who expect to benefit from the completed roads. This state of affairs is undesirable to both the contractors and clients, as it is costly for both parties and has the potential to trigger disputes whose resolution is time-consuming and expensive([*Journal of the South African Institution of Civil Engineering*](#))

The importance of road construction was aptly brought out by Leesard (2011) who says that “Large engineering projects are important not only because they transform the physical landscape and change the quality of human life, but because they are the crucibles in which new forms of collaborations are developed”. Leadership is a key factor for success of any activity involving coordination of various groups of people. Study done by Munns and Bjermni (1996) highlights that the success or failure of project management depends on the leadership style of the project manager. Hillebrandt (2000) found out that road construction projects require more leadership skills than any other projects. This is because , construction projects are large and complex involving a combination of specialized skills thus the teams are multi-disciplinary and come from different organizational and multicultural backgrounds.

Delays in project completion are a common problem in road construction not only with an immeasurable cost to society but also on the contracting parties. The concept of delay in the substantial completion of road construction projects is a global phenomenon. For instance, while evaluating the progress and reports of 28 highway projects constructed during the period 1999-2006 in Jordan, Battaineh (2006) observed that the average ratio of actual completion time to the planned contract duration is 160.5% for road works. Seboru (2006) states that the time frame for major road projects worldwide to reach construction start stage have been observed to range from 10-30 years. The same is seen in Asia where according to Iyer and Tha (2006) most road construction projects record poor performance.

Construction delays are often responsible for turning profitable projects into loss-making ventures (Sweis *et al*2008). While delays are endemic in the construction industry in Kenya, this need not be so. The consequences of these delays, which include cost overruns, loss of profits, increased overheads, stress, acrimony between parties, litigation and loss of opportunities because resources are tied up in delayed projects, warrant a study of this nature. The first step in correcting this anomaly is to identify the root causes of the delays so that corrective measures can be devised. Project managers will then be in a better position to monitor and control their plans. Projects that are on track give implementers satisfaction and stress-free hours of work, as they know that they are in control of their projects. ([*Journal of the South African Institution of Civil Engineering*](#))

In many ways, the pace of the economic growth of any nation can be measured by the development of physical infrastructures, such as buildings, roads and bridges. The failure of any construction project is mainly related to the problems and failure in performance. Moreover, there are many reasons and factors which attribute to such problem. The construction industry performance problems in developing economies can be classified in three layers: problems of shortages or inadequacies in industry infrastructure (mainly supply of resources), problems caused by clients and consultants and problems caused by contractor incompetence/inadequacies. Okuwoga (2008) identified that the performance problem is related to poor budgetary and time control. Long et al (2004) remarked that performance problems arise in large construction projects due to many reasons such as: incompetent designers/contractors, poor estimation and change management, social and technological issues, site related issues and improper techniques and tools. Navon (2005) stated that the main performance problem can be divided into two groups: (a) unrealistic target setting

(planning) or causes originating from the actual construction (in many cases the causes for deviation originate from both sources).

The projects also take long time to finish and involve large number of inter-linked activities thus increasing time related risks , communication and coordination problems as well as ability to manage bigger risks. Toor and Ofori (2008) listed current leadership challenges in the construction industry including low satisfaction of respondents with their project leaders' ethics. They also found that in developing countries there is greater need for leadership in construction projects since project deficiencies such as cost and time overruns, poor work quality, technical defects as well as poor attention to safety, health and environmental issues are rampant. International projects in developing countries which are large and complex have multicultural teams which underscore the need for leadership skills. Since most stakeholders in developing countries where construction projects are done are usually not aware of construction requirements, there need for professionalism among project teams to meet objectives of the stakeholders in the most innovative and value adding manner for the benefit of client and all concerned thus leadership is a key feature in construction. Chinyio and Vogwel (2007) found that good leadership from the project manager in construction industry will help in harmonizing their goals and minimize conflicts.

Many studies on developed countries and developing countries have shown that both business and project failures are common in construction. For example, Scott etal (2007), on a study of United Kingdom construction industry found that the industry has poor coordination and poor record keeping on financial claims, quality, safety and efficiency. They also observed that there are communication lapses between teams, inadequate resources, discrepancies between design and construction, inadequate project management practices, order variations and differences in participants' interest. A study of Portugal construction projects found that frequent delays, cost overrun, insufficient quality and safety affect the projects considerably (Piresetal, 2007). Davidson and Maguire (2003) on a study of US projects concluded increase in size of single jobs, high employee turnover, inadequate capitalization and poor accounting led to failure of many projects. In Malaysia Adul(as quoted by Ofori 2012) found that quality management factors like budget constraints, time constraints, client complexity and communication lapses affected the timely completion of projects by contractors.

Study of factors affecting cost overrun in road construction projects in Saudi Arabia found that internal management problems, payment delays, poor communication between construction parties and delays in decision making were the largest contributors of cost overrun (Abdullah Alhomidan, 2008). The study also found that managerial factors like poor communication, insufficient training of employees, late inspection and approvals, undefined scope of working for staff, changes in management due to staff turn-over, delay in commencement and documentation together with decision making contributed over 53% of cost overrun. Some road construction projects in Kenya have been delayed by heavy rains falling on these project areas, for example: the 29km road linking Chuka and Kathwana towns was delayed by 3 months (<http://www.the-star.co.ke/news/2016/01/12>), 5.3km Upper Hill-Hospital road in Nairobi was delayed by 6months due to rains (<http://www.constructionkenya.com/>).

Road construction projects have also been delayed by political factors due to infighting and interests by political leaders and in some cases ending in courts for example; Kenya rural roads Authority(Kerra) was sued by governors of 29 counties in a bid to wrestle control of construction projects from national government through a suit filed on December 11, 2015. This led to stoppage of construction projects thus affecting their completion timelines (www.standardmedia.co.ke January 12, 2016).Contractors' cash-flow problems affect the financing and operations of road construction projects since labor and materials procured cannot be paid thus creating a chain reaction in whole production chain. Also late payment to contractors for work done affects the contractors' cash flow to meet operational needs, thus affecting work progress and delayed completion times. For example; contractors cash flow problems affected the completion time of Muizenberg-Clovelly and Gugulethu-Manenberg roads in Capetown South Africa by 18 months leading to liquidation of Darson,Jansen Tarmac, Requad Civils, Toleni Construction and sub-contractor Winlite construction after they were charged liquidated damages for the time lost(<http://www.fin24.com/Economy/Contractor-crisis-delays-Cape-road-projects-20140530>.)

In United States, Indiana transport department suspended the construction of Smith-Intersection of State road 3 and Lincoln street among others due to cash flow problems caused by unexpected high construction costs of the projects (<http://www.greensburgdailynews.com/>)Rehabilitation of Sigalagala-Butere road, Chebilat-Ikonga road (*Norken monthly project reports*), Upper hill-Hospital road, Kakamega –

Webuye, Kisumu-Kakamega in Kenya are a few examples of road construction projects affected by clients delayed payments to Contractors(<http://www.constructionkenya.com/>).

2.2 Transformative leadership style and timely completion of road construction projects

Transformative leaders as Miskel and Holy(2008) argue, are proactive, raises the awareness levels of followers on inspirational collective interests and helps followers achieve unusually high level of performance. Cole (2000) asserts that it is needed in situations where change is needed such as doing away with conflicts like strikes. Therefore this calls for leaders understanding of organization and its employees rather than on what needs to be done. It is also based on great conviction by the leader of the important issues, high ethical and moral standards, sharing of risks, setting and achieving goals while looking at welfare of others (Bass and Riggio 2006). According to Atwater and Bass (1994), followers are energized by projecting an attractive and optimistic vision of the organization which they believe is achievable.

It has been observed that some project managers at Norken use transformative style to attain effective performance on its workforce and as years have passed it has registered weaknesses in attain its mission. It is not known to the researcher when exactly transformative style affected timely completion of projects hence the need for carrying out this research. Applying Anderson and Gysbers (1998) taxonomy, the researcher will organize various inter-related functions of leadership at Norken focusing on how organizations policies and procedures ensure that work is done in most positive and effective way to induce better performance. Questions like; what resources are needed to promote the smooth running of projects? Resources like adequate and reliable cars, availability of enough skilled and support staff, good office work place, good remuneration, employee retention and management policies, good reporting structures, reliable communication channels, work and family life balance, delegation of authority. Do policies, practices and procedures in the construction projects promote positive engagement of the client in projects administration? Are services available in locations, at times and in the format requested by interested stakeholders?

Intellectual stimulation is stimulated by the culture of questioning old assumptions, beliefs and traditions, reframing problems and approaching old situations in new ways (Avolio, 1994). In this way, new learning opportunities are created in a supportive climate while at the same time recognizing individual differences. Thus good leadership should develop people and build teams as suggested by Bass (1990) and Holy (2008).In a study of Australian

managers Karpin (1995), noted that emerging forms of organizations which are more dynamic, unpredictable, global and competitive required new forms of leaderships by improving their interpersonal, entrepreneurial and strategic skills. The study reveals that not only who our project and management leaders are, but how they lead, what kind of culture exists in their organizations and what kind of job outcomes that they and their staff are experiencing as the result, because all these are critical to the experiences at work as well.

A research on effects of leadership styles on employee performance in City Council of Kampala found that transformative leadership affects individual performance in a way that compromised the efficiency to work, individual innovation and creativity(KawooyaNuhu, 2010).He noted that despite being a contentious style in European Union and United states, it has been at the center stage of policy experiments in the last two decades in developing and transition economies of Latin America, Asia and Africa. However World bank has embraced this style in its major governance reform agendas since it enjoys transformative structures that promote governance and reduce free transition of power. This study also found that in an effort to reduce internal conflict and political tensions in Kampala Council, it adopted authoritative based management approach to service delivery and this approach did not improve collective employee performance in service delivery to the public. Research has shown that transformational leadership positively affects performance irrespective of whether it was conceptualized in terms of subjective or objective measures (Bass and Riggio, 2006). The effect of transformational leadership has been found to be relevant at different levels of the organizational hierarchy.Project team members and project managers constantly receive signals from portfolio managers regarding their expectation, particularly during project reviews. Such signals play asignificant role in influencing performance (Yang et al., 2010)

Scott and Bruce (1994) suggested that the quality of relationship between employees and their managers influence their perception of the work environment as supportive of innovation and impact on their innovativeness. Similarly supervisors who are supportive and non-controlling help to create an environment conducive to enhanced employee creativity and performance (Kissi et al., 2012; Oldham and Cummings, 1996; Shalley and Gilson, 2004).In a research done on Hong Kong construction industry found that, Project managers are generally relationship-oriented and socio-independent with less concern task accomplishment thus the transformational leadership applied is more about maintaining good working relationships between the project leader and subordinates in the construction sites(Rowlinson et al.1993).

2.3 Autocratic leadership and timely completion of road construction projects

Autocratic leader is the one who commands and expects compliance. All decision making powers are centralized with the leader and there are no suggestions of initiatives entertained from subordinates (Wehrich and Koontz 2007). The leaders lead by the ability to give or withhold rewards and punishment. Lall and Lall (1979) argues that this type of leadership style has the advantage of having things done while the disadvantage is that , followers become dependent on the leader thus their personal developments are jeopardized. A leader with high technical competence and high performance goals exerts a lot of pressure on organization for high production and low costs by using procedures like tight budgets, budget cuts, personal targets, tightened standards to improve productivity and financial results in the short run (Likert, 1976). According to Uris (1964), staff in dictatorial systems showed signs of frustrations, behaved arrogantly, depended on the leader completely and no work went on when the leader is absent.

The leader according to Muzaazi (1982) determines the policies and assigns tasks to members without consulting them and they carry out tasks without questions. Likert and Likert (1976), opines that a leader with technical competence and high performance goals exerts a lot of pressure on staff for high production at low costs. This is achieved through tight budgets across the board, budget cuts, personal ceilings and tightened standards to achieve impressive productivity and financial results in the short term. Caldwell and Sprinks (1993) argue that there is no room for an autocratic leader who is unwilling to empower others. According to Uris (1964), members in a dictatorial system showed signs of frustration, behaved arrogantly, depended on the leader completely and no work went on in absence of the leader.

The study of Charlton (2000) found that project managers who use strict control measures are faced with resistance, resentment, poor work output and high staff turnover as the staff protest against dictatorial tendencies. Autocratic leaders use force to get things done thus they are too strict and exert a lot of pressure that leads to low morale. A study on Nigerian construction industry done by Oke (2012) revealed that, project managers prefer exercising autocratic leadership and are task oriented with a strong bias to directing, controlling and coordinating a group of persons to achieve the desired goals. The study also highlighted that since a leader is characterized by a strong drive for responsibility and task completion; responsibility, authority and power are components for this leadership style.

2.4 Democratic Leadership and timely completion of road construction projects

Performance effectiveness derives from human aspirations and values that are invisible roots of the organizations thus the leaders task is to nurture the roots of organization values which consists of nothing but basic human aspirations (Maurick, 2001). According to Mullins (2002), democratic leadership is exhibited where the focus of power is more towards the group as a whole and where there is a greater interaction among the group. The manager lays the problem before subordinates and invites discussion where he allows the decision to emerge out of the group discussion instead of imposing it on the group as the Boss.

Study on leadership styles done by Uris (1964), discovered that members got on well with others and felt free with the leader. This enabled them to serve projects better by making quick decisions and consulting whenever challenges came up making work efficient. Work progressed well in absence of leader, it's characterized by high productivity and consultations and consensus building where all members support the decisions. According to research done by Steve Rowlinson et al(1993) on leadership style of construction managers in Hong Kong showed that project managers preferred democratic leadership where they are trained to be sensitive to others feelings especially those they work with. This showed a clear distinction as compared to their western counterparts who preferred results oriented approach with no human feelings, thus Hong Kong leaders due to their culture are more relationship oriented maintaining good personal relationship and a harmonious working environment.

A research on effects of Generation traits on project performance noted that most generation Y do not want to be micro managed to perform, but they need considerable freedom to complete their task, regular feedback and a guiding hand of a manager(D'Netto,2010). According to research done by Kristie (2012) in Hong Kong, 44% of the employees interviewed preferred a democratic leadership approach to project management. According to research done by Horace Odour (2013) on effects leadership styles on generation traits in performance of staff in construction projects in Siaya County revealed that over 45% of the staff prefer working with a greater degree of freedom when performing their tasks. This explains the high rate of turnover of staff when they are micro managed. James Connolly (2000) found that when project managers allow staff to make initiatives to effective management projects, most road construction projects were completed on time and schedule. This is achieved through encouraging teamwork, good cooperation, good remuneration of all staff and consultative decision making. Research on effects of leadership styles on employee

performance in City Council of Kampala by Kawooya Nuhu (2010) noted that, the management was reluctant to practice democratic leadership because of the phobia for transparency, accountability, employee's empowerment and collegial relationship. This was noted to cause communication problems in delivery of services since there is no feedback mechanism, consultations and consensus on challenging aspect of the work in council leading to some projects stalling, not starting at all or extending contract periods at extra costs to the council

2.5 Laissez fair leadership style and timely completion of road construction projects

Laissez fair are a French word meaning "let people do what they wish" (Musaazi, 1982). There are no rulers and leadership grant complete freedom to group decision. The subordinates have a high degree of independence where they set their goals and means of achieving them. Contingency theories to leadership support a great deal of freedom to leadership. It emphasizes the importance of focusing on interpersonal relationships between leader's style and the demand of various situations and employees. It argues that the most effective leadership styles depend on the ability to allow a certain degree of freedom in administering the leadership style (North house, 2001). Kawooya Nuhu (2010) on research on effects of leadership styles on employee performance in City Council of Kampala noted that in departments where employees enjoyed less authority from their supervisors, their quality of work was found to be poor. Fisher (1995) noted that Laissez fair leadership has advantages both for employee and employer while engaging in performance schedules as long as both share equal responsibilities in meeting work requirements. However Fredrick Fiedler contingency theory suggests that effective group performance depends on the proper match between the leaders' style when interacting with subordinates and the degree to which the leader controls and influence situations.

This leadership as observed by Miskel and Hoy (1998), avoids taking action on important issues, ignores responsibilities, provides no feedback and allows authority to remain dormant. They state that most projects run by Laissez fair leadership attract a lot of legal claims, cost overruns and exceed time frames set since delay in decision making greatly affects the projects. Quick and Marcik-Frey (2007), in article outlining the correspondence between individual performance and organization well-being, emphasizes that healthy organizations promoted quality connections to others through open and honest leadership, cohesiveness and shared vision. Dutton and Heapy (2003), in their research found that positive relationships

built on effective leadership in organizations promote sharing of information, development of organization identity, promote employees growth and learning in the organization

Members in this leadership style work haphazardly, take more time in arguments and discussions mostly purely on personal basis as concluded by Uris (1964). The project manager stays in his office and engages Head of Departments and subordinates as little as possible in the management of road construction projects. This can be investigated in the area of study in this research. It was also found that groups are unproductive if their supervisors avoid exercising control over their subordinates. They leave everything to hands of staff that may not have skills or competence to execute the works and others may not want to work unless supervised affecting the delivery and completion of projects on time. Complete delegation of duties without follow up mechanisms creates target achievement problems, unproductive attitudes and disempowerment of subordinates thus affecting completion times of projects (Katz and Gurin (as quoted by Yusuf Adeoti, 2007).

2.7 Theoretical Framework

The study is guided by the Fielders (1964) contingency theory which states that; a leader's ability to lead is dependent upon various situational and organizational factors which include leader's preferred style, his capabilities and behavior of workers which depend on situational factors. The theory argues that approach to management by focusing on situations first instead of organizational means to apply a specific leadership style that will stimulate individual performance. For this study the above theory interrogates performance needs in relation to its proposition to applicable situations as noted in the subsequent chapters. The theory also states that employees can develop a sense of obligation according to reciprocity norm from employer that is, employee might engage in organizational citizenship behavior or counterproductive work behavior as a mutual action regarding past leadership practices especially those directed to employee improvement and organizational status. The researcher therefore contends that social exchange dynamics and identification processes can interact together to reinforce the impact of leadership styles and actions.

2.8 Conceptual Framework

Fig 1 presents the conceptual framework on which the study is based.

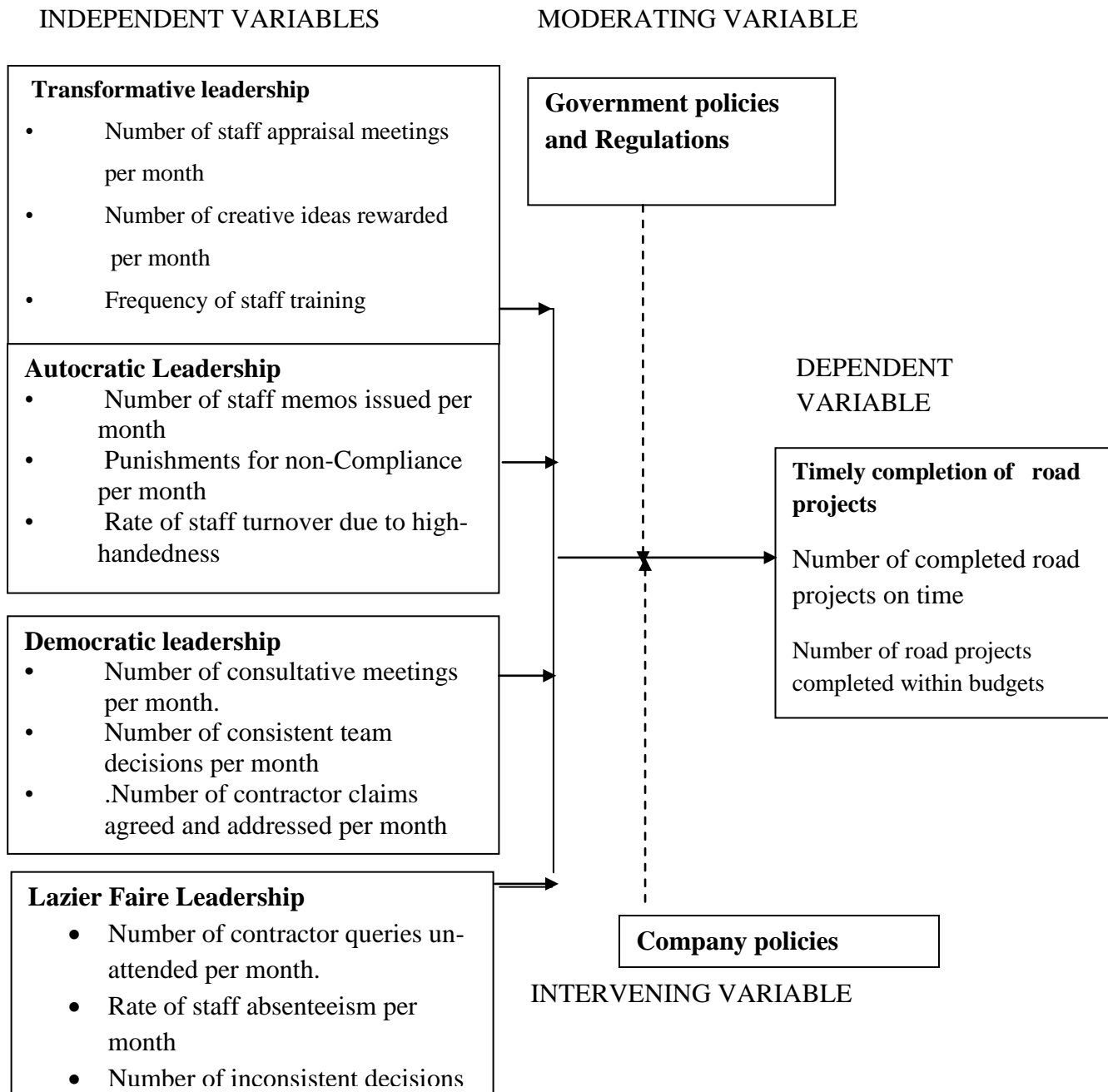


Fig 1: Conceptual Framework

The conceptual framework has been developed to provide clear links of dependent and independent variables as they relate to each other in this research. The dependent variable in this study is timely completion of road construction projects within set contractual timelines. This can be achieved by executing defined duties, meeting deadlines, team input and

achieving departmental goals which lead to efficiency, specialization, effective feedback and good organization behaviors. The cohesion of both leadership and timely completion of road construction projects should be evident through style and approach by managers in the attempt to cause efficiency which require specific leadership approaches to unique management challenges. (Armstrong (2005).

The independent variable in this study is project leadership styles and as Cole (1997) defines it as the ability to employ managerial competencies to organized performance processes by inspiring and motivating teams to meet set organizational goals. The moderating variables are government policies and regulations while the intervening variables are company policies which have an impact on performance. In this study timely completion of projects is conceptualized as an outcome of interrelated factors emanating from the leadership styles from different project managers such as transformative, authoritarian, democratic and Laissez faire leadership styles .

2.9 Research Gap

Research gap for the project was derived from summaries of findings of research projects done on road construction projects as outlined in Table 2.1 below

Table 2.1 Research Gap

| Author's Name | Year | Topic of Research | Findings of Research |
|------------------------------|-------------|---|--|
| Stephen Rowlinson et al | 1993 | Study of Leadership Styles of Construction Managers in Hong Kong | Democratic Leadership preferred since its sensitive to feelings of all workers |
| Davidson A. and Maguire M.G. | 2003 | Causes of Completion Delays in Construction Projects in United States. | Undefined scope of work, high employees turnover, inadequate capitalization and poor accounting procedures |
| Battaineh H. | 2006 | Evaluation of progress reports of 28 projects constructed between 1999-2006 in Jordan | Average ratio of actual completion time to planned contract duration is 160% for road works |

| | | | |
|---------------------|------|--|---|
| Pires et al | 2007 | Factors affecting completion of construction projects in Portugal | Delayed payment, Cost overrun, Poor quality of materials and safety measures |
| Scott et al | 2007 | Study of Causes of delays in United Kingdom construction industry | Poor coordination, poor record keeping on Claims, quality, safety and efficiency, Communication Lapses between teams, inadequate project management training and order variations |
| Abudallah Alhomidan | 2008 | Factors affecting cost overrun in Construction projects in Saudi Arabia | Internal Management problems, payment delays, poor communication between parties and delay in decision Making. |
| Kawooya Nuhu | 2010 | Effects of leadership style on employees performance in City of Kampala, Uganda | Internal conflict, political tensions, lack of employee empowerment, lack of transparency and delay in decision making. |
| D' Netto | 2010 | Study of effects of generational traits on project performance in Kenya | Generation Y do not want to be micromanaged but need considerable freedom to perform task with guidance of project manager. |
| Oke N. | 2012 | Study of leadership of Project managers in Nigeria Construction Industry | Autocratic leadership popular with project managers since directing, controlling and coordinating groups is easier to achieve targets. |
| Patrick Mbaabu | 2012 | Factors influencing implementation of road construction projects in Kenya: A case of Isiolo County | Local politics, Missing items in contract documentation and quality of management teams. |

| | | | |
|-------------------------------------|------|---|--|
| Horace Odour | 2013 | Effects of leadership styles on generation traits in staff performance in construction projects in Siaya County | Over 45% of staff prefers working with a degree of freedom when performing tasks and that there is a high turnover rate of staff when they are micro managed. |
| Benjamin Njenga | 2014 | Factors influencing effective and efficient delivery of road construction projects in Kenya: A case of Nairobi County | Bench marking, project management training and use of information technology. |
| Musendeni Liphadzi | 2015 | Study of leadership styles of project managers in South African construction industry. | Transformative leadership ranked 1 st position, Transactional 2 nd , and Democratic 3 rd , Laissez faire 4 th and Autocratic 5 th position. |
| Kinaro Erick | 2015 | Factors influencing implementation of major road infrastructure projects in Kenya: A case of Southern Bypass Project. | Project resource mobilization, organization of top management and regulatory factors. |
| Ndiang'ui D, Ombui K. and Kagiri A. | 2015 | Factors affecting completion of road construction projects in Nairobi County: A case of Kenya Urban Roads Authority | Project managers' competence, Project technology used availability of project funds and project equipment used. |
| | | Research Gap | |
| | | Influence of leadership styles on timely completion of road construction projects in Kenya. | |

2.10 Summary of Literature review

The chapter looks at literature review on factors influencing timely completion of road construction projects from a global perspective narrowing down to the Norken Ltd. The study has also presented both theoretical and conceptual frameworks on which the study is based.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on how data was collected, processed, analyzed and interpreted to answer the research objectives. The methodology encompasses the research design, target population, sampling procedures, research instruments, data analysis techniques as well as ethical consideration. It also contains a discussion on the reliability and validity of the research instruments.

3.2 Research Design

A descriptive survey design which used interviews both structured and unstructured and Questionnaires was used in this study to examine the influence of leadership styles on timely completion construction projects managed by Norken Ltd, Kenya. Descriptive survey is a method of collecting information by interviewing and administering questionnaires to a sample of individuals (Anderson and Patterson 1990). According to Bogdan and Biklen (1992), descriptive survey enables the researcher to collect information through questionnaires to determine the opinions, attitudes, preferences and perceptions of persons of interests to the research. Descriptive design enabled researcher to collect both qualitative and quantitative data for measuring variables and answer the research questions.

3.3 Target Population

According to Sage Patton (1990), a population is the totality of people, organizations or institutions which pose certain common characteristics that are relevant to the purpose of the study, that is the subject a researcher is interested in gaining information for and drawing conclusion. The target population was 60 respondents, who included Engineers, Surveyors, Inspectors, Material Experts and Support staff of which 36 are Norken staff and 24 are projects seconded staff in the five construction projects whose contract period has elapsed.

Table 3.1 Target Population

| Project Name | Norcken Staff | Seconded Staff | Total |
|--|----------------------|-----------------------|--------------|
| Chebilat-Ikonga Road | 10 | 6 | 16 |
| Murang'a Low Volume Seal Roads project | 5 | 7 | 12 |
| Magwi-Ame Road | 5 | 2 | 7 |
| Sigalagala-Butere Road | 9 | 3 | 12 |
| Mombasa Slum upgrading project | 7 | 6 | 13 |
| Total | 36 | 24 | 60 |

Source: Norcken

3.4 Sample Size

A sample refers to a small group selected from a population to collect data from it and the sampling frame describes the list of all population units from which the sample will be selected (Fraenkland Wallen, 1992). The population was stratified using project as a criteria and each project population sampled randomly. Kothari (2001) argues that statistically, in order for generalization to take place, a sample of at least 30 respondents must exist and if chosen carefully, a sample of 10% of a population can give good reliability. Since the sample target population of 60 respondents is small, simple random sampling will be done for entire population.

Table 3.2 Sample Size

| Category | Target Population | Percentage | Sample |
|-------------------------------|--------------------------|-------------------|---------------|
| Norcken Staff | 36 | | 36 |
| Projects Seconded Staff | 24 | | 24 |
| Total | 60 | | 60 |

3.5 Data Collection Method

The main data collection instrument was the questionnaire. Questionnaire with closed and open ended questions was administered to the population to collect primary data. According to Kerlinger (1997), data collection method used should help the researcher to answer the research questions or test the research hypothesis. Researcher visited selected construction projects supervised by Norken Ltd to explain to the respondents the nature of the study and administer questionnaires to collect data. The open ended questions were used to collect in-depth responses from respondents without feeling restricted from revealing any information. The questionnaire was appropriate for this study because it saved time; the respondents are literate and ensure uniformity in the way questions were asked. Equally respondents felt free to answer sensitive questions if they were not required to disclose their identity (Anderson, 1990).

3.6 Validity of the Research Instruments

Validity according to Fetterman, D.M. (1989) refers to the extent to which research findings can be generalized to the whole population. A research is valid only if it actually studies what is set out to study and if studies are verifiable. Orodho (2009) further focused on the degree on which results from analysis of data actually represents the phenomenon under investigation. According to Amin (2004), validity can be assured by use of Content Validity Index (CVI) as shown below;

$$\text{CVI} = \frac{\text{Agreed items by all judges as suitable}}{\text{Total number of items being judged}}$$

When the computed Content validity index is above the recommended value of 0.7, the questionnaire will be valid for the research.

To check instrument validity, the questionnaire was scrutinized by the supervisor and administered to a small group of 10 respondents whose responses were analyzed as below.

CVI=8/9= 0.889 thus the questionnaire was varied for the research

3.7 Reliability of the Research Instruments

Reliability, according to Eshiwani (1996), refers to the degree of consistency between two or more research instruments addressing the same problem. To improve reliability of questionnaires, a test-retest technique was used where 10 questionnaires were administered and the consistency of responses checked. The researcher used this information to adjust the

instrument as found necessary. Through this pilot testing, a vague and unclear question were eliminated and cross checking questions included to ensure correct information was collected. These responses were computed using Cronbach's formula below. The researcher used Cronbach's coefficient Alpha (a) to further test for reliability as shown below;

$$A = \frac{K}{K-1} \left(1 - \frac{\sum SD^2}{\sum Dt^2} \right)$$

Where A= reliability, $\sum SD^2$ = Sum of the variance in the individual questionnaire,

$\sum Dt^2$ = Variance of entire questionnaire and k=number of items in the questionnaire.

The reliability test results using SPSS are shown below;

Reliability Statistics

| <u>Cronbach's Alpha</u> | <u>No. of Items</u> |
|-------------------------|---------------------|
| 0.811 | 22 |

The computed Cronbach's coefficient Alpha is 0.811 which is above 0.7 recommended by Amin (2004), thus the questionnaire used was reliable.

3.8 Methods of Data Analysis

A summary of key findings was presented and interpretations made. Conclusions were made based on the data collected and trends observed from data analysis. Data was first cleaned by ensuring completeness of information at the point of collection. It was then coded and organized into different categories. The data was collected and analyzed with the help of a Statistical Package for Social Sciences (SPSSv12). Ms. Word and excel was used as well. The data was then presented in form of tables and charts for ease of interpretation in order to answer the research questions and objectives.

3.9 Ethical considerations

The respondents were informed on the need for their consent to participate in the study. Those unwilling to participate in the study their decisions were respected. No respondent was bribed or cheated to provide data nor their names indicated anywhere in the data collection tools to safeguard their privacy and information gathered was only be used for the purposes of this study.

3.10 Operationalization of Variables.

Table 3.3 presents the Operationalization of Variables to be used in the field.

Table 3.3 Operationalization of Variables

| Objective | Variable | Indicator(s) | Measurement of Indicators | Measurement Scale | Data collection method | Data analysis Methods |
|--|--|--|--|-------------------|------------------------|------------------------|
| To examine the influence of leadership styles on timely completion of road construction projects. | Dependent variable Timely completion of projects | Timely Completed projects | <ul style="list-style-type: none"> • Number of projects completed on time • Number of projects completed within budgets | Ordinal | Questionnaire | Descriptive statistics |
| To analyze the influence of the Authoritarian leadership style on timely completion of road construction projects. | Independent Autocratic leadership style | Communication Decision Making | <ul style="list-style-type: none"> • Number of staff memos issued per month • Frequency of punishments for non-Compliance per month • Rate of staff turnover due to high-handedness | Ordinal | Questionnaire | Descriptive statistics |
| To examine the influence of the Democratic leadership style on timely completion of road construction projects. | Democratic leadership style | Decision making by consensus. Creativity reward | <ul style="list-style-type: none"> • Number of consultative meetings per month. • Number of consistent team decisions per month • .Number of contractor claims agreed and addressed per month | Ordinal | Questionnaire | Descriptive statistics |

| | | | | | | |
|--|--------------------------------|--|---|---------|---------------|------------------------|
| To assess the influence of the Lazier Faire leadership style on timely completion of road construction projects. | Lazier Faire Leadership style | Decisions made by team members Hands –off approach by Team Leader | <ul style="list-style-type: none"> • Number of contractor queries un- attended per month. • Rate of staff absenteeism per month • Number of inconsistent decisions per month | Ordinal | Questionnaire | Descriptive statistics |
| To investigate the influence of Authoritative leadership style on timely completion of road construction projects. | Authoritative leadership style | Support from the Team Leader Direction from the TeamLeader | <ul style="list-style-type: none"> • Number of staff appraisal meetings per month • Number of creative ideas rewarded per month • Frequency of staff training | Ordinal | Questionnaire | Descriptive statistics |

3.11 Summary of Research Methodology.

The chapter has outlined the research methodology used in the study and it includes research design, target population, sample size and sampling techniques, research instruments, validity of the instruments, reliability of the instruments, and finally piloting of the research instruments. The chapter also presents the Operationalization of Variables table

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents the findings of the study in influence of leadership styles on timely completion of road construction projects in Kenya, which was based on the following specific objectives to: analyze the influence of Transformative leadership style on timely completion of road construction projects, examine the influence of Autocratic leadership style on timely completion of road construction projects, assess the influence of Democratic leadership style on timely completion of road construction projects and investigate the influence of Permissive (Laissez Faire) leadership style on timely completion of road construction projects managed by Norken Ltd, Kenya. Data was analyzed using Statistical Package for Social Sciences (SPSS) in-order to determine the factors that cause time and cost overruns. Mean scores, tables and standard deviation were used to describe and infer the findings.

4.2 Road Projects Profiles

4.2.1 *Chebilat-Ikonga-Chabera Road (C22)*

The road is approximately 45 Km long traversing Nyamira and Bomet Counties in Kenya funded by Government of Kenya and implemented through Kenya National Highways Authority which has engaged Norken Ltd as consultant during construction. The project commenced on 20th July 2012 for contract period of 30 months with expected completion date of 19th January 2015. The original contractor was unable to execute the work thus the balance of work was assigned to second contractor after a competitive process on 15th January 2015 for 30 months ending 10th December 2017. The road was to be improved from gravel/earth to Bitumen standards. The project area has been experiencing regular rainfall and delayed payment of pending bills by Client has also affected work progress. Time elapsed since 20th July 2012 to 1st July 2016 (project still ongoing) is 48 months, thus contract period overrun 160% of the original contract.

4.2.2 *Magwi-Ame Road*

The road is located 120km South East of Juba City in Eastern Equatoria, Republic of Southern Sudan. The road improvement programme was funded by Kingdom of Netherlands and implemented by World Food Programme (WFP) which has engaged Norken Ltd as the

Consultant during construction. The road was to enable easier mobility of relief food, improve security and agriculture productivity in Eastern Equatoria State. The project was affected by heavy rains experienced in the area, sporadic cases of insecurity and presence of Land mines (Unexploded ordinances-UXO) in the working areas along the project. The project commenced on 15th May 2014 for 21 months with expected completion date of 15th January 2016. Time elapsed since commencement on 15th May 2014 to 31st July 2015 is 14 months out of contractual 21 months thus the contract period % of the original contract 66.67%.

4.2.3 Murang'a Low Volume Seal Roads (D414, E506 and E504)

The project is funded by Government of Kenya development budget and implemented through Kenya Rural Roads Authority (KeRRA) which has engaged Norken Ltd as Consultant during construction. The projects are within Murang'a County and implemented within Maragwa and Gatanga Sub-Counties and comprising of 36 km network in total. The commencement date was 26th September 2013 with a construction period of 18 months with the expected completion date of 26th March 2015. The project road passes through area with heavy rains, land compensation issues and also has experienced slow relocation of water and power services as well as lack of enough murram for construction thus delaying progress. The contractor has raised 3 claims for extension of time. Time elapsed since commencement on 26th September 2013 to 1st July 2016 (project is still ongoing) is 1008 days out of contractual 546 days thus the contract period overrun is 185% of the original contract.

4.2.4 Mombasa Slum Upgrading Project

The project is funded by ministry of Land, Housing and Urban Development through Kenya Informal Settlement Improvement Program (KISIP) which has engaged Norken Ltd as Consultant during construction to improve Sanitation, Security and Clean water. The project had 3 components namely; Upgrading of Settlement's roads/footpaths and storm water, Construction of Seven (7. No) high masts lighting 35 m above ground and finally Construction of Seven (7 No.) ablution blocks together with provision of water meters for Ziwa la Ng'ombe, Mkomani, Jomvu Mikajuni and Jomvu Kuu informal settlements in Mombasa County. The main focus of this research is the upgrading of roads and foot paths in the informal settlements. Delay in demolition of structures on road reserve and relocation of water and powerlines affected progress. The project was commenced on 11th June 2014 for a

period of 540 days ending on 3rd December 2015 after 540 days, thus the % contract period is 100% of the original contract.

4.2.5 Sigalagala-Musoli-Butere Road

The project road is situated in Kakamega County in Republic of Kenya. The road is 34.25 km in total and is funded by Development budget of Government of Kenya and implemented through Kenya Rural Roads Authority (KeRRA) which has engaged Norken Ltd as Consultant during Construction. The project was commenced on 6th June 2011 for a construction period of 24 months with expected completion date of 6th June 2013. However the first contractor was unable to finish the work and a second contractor was assigned part of the work. Time elapsed since commencement on 6th June 2011 to 1st July 2016 (project still ongoing) is 61 months out of contractual 24 months thus the contract period overrun is 254%

A summary of project timelines, their expected construction periods, Actual construction periods and their percentage contract period overruns are shown in Table 4.11 below;

Table 4.11 project profile summaries.

| Project | Start Date | Expected Completion Period | Actual Construction period | % Contract Period Overrun | Status |
|--|---------------------|-----------------------------------|-----------------------------------|----------------------------------|---------------|
| Chebilat-Ikonga-Chabera Road | 20th July 2012 | 30 months | 48 Months | 160% | Ongoing |
| Mombasa Slum Upgrading Project(Kenya) | 2nd June 2014 | 540 days | 540 days | 100% | Completed |
| Murang'a Low Volume Seal Roads (Kenya) | 26th September 2013 | 546 days | 1008 days | 185% | Ongoing |
| Magwi-Ame Road (South Sudan) | 15th May 2014 | 21 months | 14months | 66.67% | Completed |
| Sigalagala-Musoli-Butere Road (Kenya) | 6th June 2011 | 24 months | 61 months | 254% | Ongoing |

4.3 Questionnaire Return Rate

The study sampled all the 60 respondents from the target population collecting data with regard to influence of leadership styles on timely completion of road construction projects in Kenya. Sixty questionnaires were delivered to potential respondents that participated in the implementation of one of the road projects

The questionnaire return rate results are shown in Table 4.12

Table 4.12 Response Rate

| Response | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Responded | 39 | 65% |
| No Response | 21 | 35% |
| Total | 60 | 100% |

. From the study, 39 out of 60 questionnaires were returned representing a response rate of 65percent. This response rate was attributed to the data collection procedure where the researcher engaged 5 research assistants, 1 per road project who administered and collected the questionnaires from the respondents. Any clarification was done through phone calls and face to face during field visit. This response rate was sufficient and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good while a response rate of 70 percent and over is excellent. The questionnaires that were not returned were due to respondents not being able to fill them in time while others feared victimization from project manager and after numerous clarifications and persistent follow-ups; there were no positive feedback from them.

4.4 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents included gender, age bracket, education level, work experience and position in road construction projects as analyzed in the tables below. Of these 3 (7.7percent) responses were from the Engineers, 8(20.5 percent) responses were from Surveyors, 10(25.6 percent) responses were from road inspectors, 11(28.2 percent) responses were from material experts and 7(18percent) responses were from support staff.

An inquiry was made into the gender composition of staff in road construction projects and the results are shown in the Table 4.13 below

Table 4.13 Respondents by Gender

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Male | 35 | 90% |
| Female | 4 | 10% |
| Total | 39 | 100% |

According to results from table 4.12 above, 90% of the respondents were male while only 10% were female showing that road construction projects are still skewed heavily towards men.

4.4.1 Age distribution of the respondents

The study sought to establish the age distribution of staff members working in road construction projects and the results are shown in the Table 4.14 below

Table 4.14 Respondents by Age

| Age bracket(Years) | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| 21-30 | 11 | 28.2% |
| 31-40 | 15 | 38.5% |
| 41-50 | 8 | 20.5% |
| 50 and Above | 5 | 12.8% |
| Total | 39 | 100% |

From the results of the study, 28.2% of the respondents are between 21-30years, 38.5% of the respondents are between 31-40 years, 20.5% of the respondents are between 41-50 years while only 12.8% of respondents are above 50years showing a higher engagement of staff below 50years

4.4.2 Education Level of Respondents

The study was also inquisitive to determine the highest level of the academic qualification that the respondents held. Table 4.15 shows the findings of the result, most respondents' i.e 43% have ordinary diploma, 28% of the respondents are certificate holders, and 12.8% of the respondents are higher national diploma holders while only 15.47% of the respondents are Bachelor degree holders with no Master's degree and project management holders

Table 4.15 Respondents by Academic Qualification

| Education Level | Frequency | Percentage |
|-------------------------|------------------|-------------------|
| Certificate | 11 | 28.2% |
| Diploma | 17 | 43.6% |
| Higher National Diploma | 5 | 12.8% |
| Bachelor's Degree | 6 | 15.4% |
| Master's | Nil | Nil |
| Others | Nil | Nil |
| Total | 39 | 100% |

From the results of study where only 15.4% of respondents have Bachelor's Degree in Civil and Surveying, none of respondents had a Master's degree in Engineering or Project Management, a situation that needs urgent attention since this implies road construction projects are managed by staff with limited management skills.

4.4.3 Work Experience of Respondents

The study sought to investigate the working experience of the respondents in the road Construction projects and the results are shown in the table 4.16 below.

Table 4.16 Respondents by Work Experience

| Work Experience(Years) | Frequency | Percentage |
|-------------------------------|------------------|-------------------|
| 1-5 | 10 | 25.6% |
| 6-10 | 14 | 35.9% |
| 11-15 | 10 | 25.6% |
| 15 and Above | 5 | 12.9% |
| Total | 39 | 100% |

From the Table 4.16, 25.6% of the respondents have 1-5 years' experiences, 35.9% of respondents have 6-10 years' experience, 25.6% of the respondents have 11-15 years' experience and 12.9% of respondents have over 15 years' experience. This implies that the data was collected from individuals with substantial experience in road construction.

4.4.4 Designation of Respondents in the project

The study sought to analyze the position of the respondents in the road Construction projects and the results are shown in the table 4.17 below.

Table 4.17 Respondents by Position in Project

| Position in the Project | Frequency | Percentage |
|--------------------------------|------------------|-------------------|
| Engineer | 3 | 7.7% |
| Surveyor | 8 | 20.5% |
| Road Inspector | 10 | 25.6% |
| Materials Expert | 11 | 28.2% |
| Support Staff | 7 | 18% |
| Total | 39 | 100% |

The designation of respondents ranged from Engineers, Surveyors, Road inspectors, material experts as well support staff. From table 4.17, 7.7% of the respondents are Engineers, 20.5% of the respondents are Surveyors, 25.6% of the respondents are Road inspectors, and 28.2% of the respondents are Material experts while 18% of the respondents are Support staff.

4.4.5 Leadership style in Respondents Project

The study sought to investigate the leadership style used in the respondent's road Project and the results are shown in table 4.18 below:

Table 4.18 Project by project leadership analysis

| Project | Respondent | Democratic Scores | Autocratic scores | Laissez Faire score | Transformative_ scores |
|---------------------------|-------------------|--------------------------|--------------------------|----------------------------|-------------------------------|
| Chebilat-Ikonga Road(C22) | 1 | 83.33 | 50.00 | 60.00 | 43.00 |
| | 2 | 66.67 | 30.00 | 64.00 | 74.29 |
| | 3 | 83.33 | 25.00 | 68.00 | 85.71 |
| | 4 | 53.33 | 60.00 | 56.00 | 74.29 |
| | 5 | 70.00 | 45.00 | 72.00 | 68.57 |
| | 6 | 73.33 | 40.00 | 72.00 | 80.00 |
| | 7 | 76.67 | 40.00 | 60.00 | 82.86 |
| | 8 | 63.33 | 45.00 | 52.00 | 51.43 |
| | 9 | 70.00 | 25.00 | 68.00 | 85.71 |
| | 10 | 66.67 | 45.00 | 24.00 | 71.43 |
| | 11 | 66.67 | 40.00 | 56.00 | 60.00 |
| | 12 | 46.67 | 50.00 | 68.00 | 65.71 |
| | 13 | 66.67 | 40.00 | 56.00 | 77.14 |
| | Total N | 13 | 13 | 13 | 13 |
| | Sum | 886.67 | 535.00 | 788.00 | 951.43 |
| | <i>Average</i> | <i>68.21</i> | <i>41.15</i> | <i>60.62</i> | <i>73.19</i> |

| Project | Respondent | Democratic Scores | Autocratic scores | Laissez Faire score | Transformative_ scores |
|--|-------------------|--------------------------|--------------------------|----------------------------|-------------------------------|
| Mombasa Slum upgrading Project | 1 | 76.67 | 45.00 | 56.00 | 68.57 |
| | 2 | 80.00 | 40.00 | 100.00 | |
| | 3 | 70.00 | 30.00 | 52.00 | 74.29 |
| | 4 | 40.00 | 65.00 | 40.00 | 22.86 |
| | 5 | 36.67 | 35.00 | 20.00 | 22.86 |
| | 6 | 76.67 | 30.00 | 76.00 | 82.86 |
| | 7 | 73.33 | 45.00 | 76.00 | 77.14 |
| | 8 | 73.33 | 40.00 | 72.00 | 74.29 |
| | 9 | 70.00 | 85.00 | 40.00 | 28.57 |
| Total | N | 9 | 9 | 9 | 8 |
| | Sum | 596.67 | 415.00 | 532.00 | 451.43 |
| | Average | 66.30 | 46.11 | 59.11 | 56.43 |
| Murang'a Low Volume Seal Roads Project | 1 | 83.33 | 35.00 | 80.00 | 71.43 |
| | 2 | 86.67 | 20.00 | 68.00 | 100.00 |
| | 3 | 80.00 | 20.00 | 60.00 | 91.43 |
| | 4 | 80.00 | 20.00 | 56.00 | 88.57 |
| | Total | N | 4 | 4 | 4 |
| | Sum | 330.00 | 95.00 | 264.00 | 351.43 |
| | Average | 82.50 | 23.75 | 66.00 | 87.86 |

| Project | Respondent | Democratic Scores | Autocratic scores | Laissez Faire score | Transformative_ scores |
|-----------------------------------|-------------------|--------------------------|--------------------------|----------------------------|-------------------------------|
| Magwi-Ame Road | 1 | 66.67 | 40.00 | 52.00 | 60.00 |
| | 2 | 60.00 | 20.00 | 60.00 | 65.71 |
| | 3 | 73.33 | 40.00 | 52.00 | 77.14 |
| | 4 | 86.67 | 20.00 | 76.00 | 77.14 |
| | 5 | 66.67 | 35.00 | 68.00 | 80.00 |
| | Total N | 5 | 5 | 5 | 5 |
| | Sum | 353.33 | 155.00 | 308.00 | 360.00 |
| | Average | 70.67 | 31.00 | 61.60 | 72.00 |
| Sigalagala-Butere Road(D260/E390) | 1 | 70.00 | 45.00 | 68.00 | 74.29 |
| | 2 | 73.33 | 50.00 | 64.00 | 80.00 |
| | 3 | 76.67 | 40.00 | 68.00 | 77.14 |
| | 4 | 70.00 | 35.00 | 72.00 | 74.29 |
| | 5 | 70.00 | 20.00 | 72.00 | 74.29 |
| | 6 | 76.67 | 25.00 | 60.00 | 88.57 |
| | 7 | 76.67 | 35.00 | 68.00 | 65.71 |
| | 8 | 70.00 | 75.00 | 68.00 | 68.57 |
| | Total N | 8 | 8 | 8 | 8 |
| Sum | 583.33 | 325.00 | 540.00 | 602.86 | |
| | Average | 72.92 | 40.63 | 67.50 | 75.36 |

Murang'a Low volume seal roads, responses from respondents showed that the project manager exercises Transformative leadership style which had the highest score of 87.9%. Likewise in Pageri-Ame road, responses from respondents showed that the project manager exercises Transformative leadership which had the highest score of 72%. Finally in Sigalagala-Butere road, responses from respondents showed that the project manager exercises Transformative leadership which had the highest scores of 75.4%. It is also notable from the responses that transformative leadership is exercised in four out of five projects examined.

4.5 Influence of Transformative leadership style on timely completion of road construction projects

| | | N | Mean | Standard deviation |
|----------|---|----------|-------------|---------------------------|
| 1 | Project manager (R.E) is proactive in finding solutions to project challenges. | 39 | 2.05 | 0.826 |
| 2 | Project manager (R.E) encourages and support staff to attain good working relationship with contractors | 39 | 2.64 | 0.959 |
| 3 | Project manager (R.E) motivates all the staff to finish project on time. | 39 | 2.13 | 0.833 |
| 4 | Project manager (R.E) encourages both Head of Departments and subordinate staff to do things in a creative and innovative ways. | 39 | 3.77 | 0.959 |
| 5 | Project manager(R.E) fights for the welfare of his staff | 39 | 2.05 | 0.972 |
| 6 | Project Manager organizes Project Management training for all staff on effective road management | 39 | 2.13 | 0.801 |
| 7 | Project manager (R.E) organizes staff professional development programs | 39 | 4.08 | 0.870 |

Table 4.20 above summarizes the influence of transformative leadership style on timely completion of road construction projects. From the findings, most of the respondents agreed that the project manager is proactive in finding solutions to project challenges like timely revision of designs, advising client to pay contractor invoices on time, giving direction as challenges arise, convening site consultative meetings to build consensus between contractor,

consultants and local community, as this will maintain or reduce completion time of road project as indicated by mean score of 2.05.

Respondents also agreed that project manager encourages staff to have good working relations with the contractors by working as a team, sharing design reviews, respecting each other’s roles and responsibilities, taking joint measurements for work done, reviewing work procedures with contractor to fast track the work. When done together with staff motivation by ensuring their remuneration is paid on time, it maintains or shortens completion time of road construction projects as depicted by mean scores of 2.64 and 2.13 respectively

Respondents also agreed that when project manager encourages both Head of Departments and Subordinate staff to be creative and innovative in applying their technical skills and experiences in solving emerging challenges in road construction, there is timely approval of work done, efficient communication and minimal design variations as he fights for their welfare and this influences the completion time of road construction projects as indicated by mean scores of 3.77 and 2.05 respectively.

Finally, respondents agreed that the project manager has not organized project management training for senior staff to improve road management skills in decision making. Also no professional training programs have been arranged to learn new emerging technologies in road design and construction which are efficient as this extend completion time of road construction projects indicated by mean scores of 2.13 and 4.08 respectively.

4.6 Influence of Autocratic leadership style on timely completion of road construction projects

| | | N | Mean | Standard deviation |
|---|---|----------|-------------|---------------------------|
| 1 | Project manager (R.E) makes decisions on road project management without entertaining any suggestions. | 39 | 4.05 | 0.887 |
| 2 | Project manager (R.E) rewards handsomely those royal to him. | 39 | 4.31 | 0.766 |
| 3 | The project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor | 39 | 3.85 | 1.040 |
| 4 | Project manager (R.E) commands and expects total compliance at all times without question. | 39 | 2.26 | 0.910 |

Table 4.21 above summarizes the influence of Autocratic leadership style on timely completion of road construction projects. From the findings, most of the respondents did not agree that Project manager (R.E) makes decisions on road project management without entertaining any suggestions. Some respondents believed that the project manager needs to be firm, decisive and task oriented. This would ensure that designs are followed strictly without variations and together with rewarding handsomely those royal to him influence completion time of road construction projects as indicated by mean scores of 4.05 and 4.31 respectively. Respondents also did not agree that the project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor and that he commands total compliance at all times without question affect timely completion of road construction projects as indicated by mean scores of 3.85 and 2.26 respectively.

4.7 Influence of Democratic leadership style on timely completion of road construction projects

| | | N | Mean | Standard deviation |
|---|--|----------|-------------|---------------------------|
| 1 | Project manager(R.E) is friendly and approachable by all employees | 39 | 2.54 | 1.072 |
| 2 | I'm consulted before my project manager(R.E) makes a decision on contractor claims in road project | 39 | 2.21 | 0.923 |
| 3 | My supervisor encourages delegation of duties | 39 | 3.18 | 0.942 |
| 4 | I act without consulting my supervisor in approving road works | 39 | 4.00 | 1.100 |
| 5 | I dialogue with my supervisor on a daily basis on contentious issues on the road project | 39 | 2.54 | 1.072 |
| 6 | I am involved in work performance appraisals to my department in the road project. | 39 | 2.15 | 1.040 |

Table 4.22 above summarizes the influence of democratic leadership style on timely completion of road construction projects. From the findings, most of the respondents agreed that the Project manager (R.E) is friendly and approachable by all employees creating a good working environment for constructive engagement on work methodologies, progress review and work coordination as this influences the timely completion of road construction project as

indicated by mean scores of 2.54. Respondents agreed that they are consulted before project manager (R.E) makes a decision on contractor claims, design reviews, site instruction making, and verification of Contractor invoices and approval of work done since they have time and cost implications on the timely completion of road construction project as indicated mean scores of 2.21

Respondents also agreed that project manager encourages delegation of duties for quick decision making on work approvals thus no financial and time extension claims, improved work output, quick design reviews, easier monitoring and evaluation of progress against targets and clear communication channels as they affect the timely completion of road construction project as indicated by mean scores of 3.18 Most respondents disagreed that they act without consulting their supervisor in approving road works since work quality will be compromised, work approval delayed, affect work coordination, claims of time extension will increase, quality control processes and procedures will be ignored by contractor and this will influence the timely completion of road construction project as indicated by mean scores of 4.00

Respondents agreed that they dialogue with their supervisor on daily basis on contentious issues to build consensus, team work, avoid delays in decision making, review designs and work methodologies to speed up work as this will influence the timely completion of road construction project as indicated by mean scores of 2.54. Finally respondents agreed that they are involved in work performance appraisals, setting of targets and their evaluation, consensus building on work rules and procedures in their departments in the road project as they will influence the timely completion of road construction project as indicated by mean scores of 2.15

4.8 Influence of Permissive (Laissez Faire) leadership style on timely completion of road construction projects

| | | N | Mean | Standard deviation |
|---|--|----------|-------------|---------------------------|
| 1 | Project manager (R.E) consults a lot with staff members on project management decisions. | 39 | 3.26 | 1.019 |
| 2 | Project manager (R.E) is involved in policy formulation in the management of road project but does not dominate. | 39 | 2.49 | 1.121 |
| 3 | Project manager (R.E) makes a decision after consulting project staff. | 39 | 2.31 | 0.800 |
| 4 | Project manager (R.E) allows staff to make their own decision without any interference. | 39 | 2.34 | 1.030 |
| 5 | Head of department is free to make approval of work decisions without involving project manager (R.E) | 39 | 2.39 | 0.986 |

Table 4.23 above illustrates the findings of the influence of Permissive leadership style on timely completion of road construction projects. From the findings, respondents agreed that Project manager (R.E) consults a lot with staff members on project management decisions to build consensus and team work thus ensuring final decision is acceptable to all and this will maintain or reduce the completion time of road construction project as indicated by mean scores of 3.26. Likewise, respondents agreed that their project manager is involved in policy formulation but does not dominate. He gives project team members a freehand to develop procedures and processes for quality control, work methods, verification of contractor invoices and design reviews a weakness that exposes the client to financial and time extension claims thus cost and time overrun and this will extend the completion time of road construction projects as indicated by mean score of 2.49

Respondents also agreed that project manager makes a decision after consulting project staff so as to have a collective team decision with support of all. Despite being a good approach because of consensus building, some complex issues like washed away bridges/carriageway and landslides on roads require urgent decision thus huge delays

causes inconveniences and cost overruns which will extend completion time of road construction projects as indicated by mean score of 2.31. Likewise respondents were agreed that project manager allows staff to make their own decisions without any interference. This encourages quick decision making for work approvals, good time management, timely approval of contractor requests/ invoices, good organization of labor and experience, but on the other side staff may be compromised by contractor for their own interests, the project incurs huge financial losses due to poor workmanship and inflation of quantities in the contractors invoices. When the staff makes their decisions with consulting project manager, the decision making is slow and demand for kickback arises and this leads to claims due to delays and too much democracy undermines the authority of project manager and this will affect the completion time of road construction projects as indicated by mean score of 2.34

Finally, respondents agreed that heads of department are free to make decisions of work approval without involving project manager. This ensures timely decision making on work approval, enforcement of design to avoid variations, efficient monitoring and evaluation and but many centers of power emerge competing rather than complementing each other resulting in uncoordinated decisions/approvals, delays, corruption, abuse of office and total lack of commitment to work. The contractor exploits this loop hole for their financial gain and as the project runs beyond contractual timelines, costs overrun occur which will influence the affect completion time of road construction projects as indicated by mean score of 2.39

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS\

5.1 Introduction

This chapter provides the summary of the findings, the conclusions and recommendations of the study based on the objectives of the study. The chapter also presents the suggestions for further studies.

5.2 Discussions of the Findings

The study sought to analyze the influence of transformative leadership style on timely completion of road construction projects managed by Norken ltd, to examine the influence of Autocratic leadership style on timely completion of road construction projects managed by Norken ltd, to assess the influence of Democratic leadership style on timely completion of road construction projects managed by Norken Ltd and to investigate the influence of Laissez Faire Leadership style on timely completion of road construction projects managed by Norken ltd, Kenya.

5.2.1 Transformative leadership style and timely completion of road construction projects

On influence of transformative leadership on timely completion of road construction projects, the study established that it is the most employed leadership in road construction projects as it was applied in four out of five construction projects examined where it had the highest averaged scores. The respondents for this leadership scored as follows; Chebilat-Ikonga road 73.2%, Murang'a Low volume seal roads 87.9%, Magwi-Ame road 72% and Sigalagala-Butere road 75.4%. Respondents agreed that the project manager is proactive in finding solutions to project challenges like timely revision of designs, advising client to pay contractor invoices on time, giving direction as challenges arise, convening site consultative meetings to build consensus between contractor, consultants and local community so as shorten completion time of the project. This initiative is seen to have borne fruit with the earlier completion of 33.8km Magwi-Ame road in Republic of South Sudan which was done in 14 months instead of 21 months (66.67 % of contract period) despite numerous challenges encountered.

Respondents also agreed that project manager encourages good working relations with contractors as a team sharing design reviews, respecting each other's roles and responsibilities, taking joint measurements for work done to minimize disputes and reviewing work procedures to fast track the work. This ensures that there is harmony on site and good communication which is key factor in success or failure of an organization in general and project in particular. Likewise, the study showed that when project manager encourages both Head of Departments and Subordinate staff to be creative and innovative in applying their technical and social skills as well as work experiences in solving emerging challenges in road construction, there is timely approval of work done, quick adoption of new technologies, efficient communication and minimal design which accelerates the project progress to meet specified contractual deadlines.

Results of the study agree with a research done by Karpin (1995) on Australian project managers where he noted that emerging forms of organizations which are more dynamic, unpredictable, global and competitive required new forms of leaderships by improving their interpersonal, entrepreneurial and strategic skills. The study also revealed that not only who our project and management leaders are, but how they lead, what kind of culture exists in their organizations and what kind of job outcomes that they and their staff are experiencing as the result, because all these are critical to the experiences at work as well.

Finally, respondents agreed that there is lack of project management training for senior staff to improve road management skills in decision making. This being a key component in project success, it's a serious oversight that needs to be addressed. Two projects namely Chebilat-Ikonga-Chabera road and Sigalagalai-Musoli Butere road in Kenya whose construction period were exceeded by 160% and 254% would be one of the reasons. Also the study noted that there is absence of continuous professional training programs to learn new emerging technologies in road design and construction in Africa and the rest of World. When project management and continuous professional training are improved, management with new approaches and technologies will make road construction more profitable to contractors, efficient and effective to consultants, client and the general public. The research findings also agree with a study done by Rowlinson et al. (1993) on Hong Kong construction industry where they found that, Project managers are generally relationship-oriented and socio-independent with less concern on task accomplishment thus the transformational leadership applied is more about maintaining good working relationships between the project leader and subordinates in the construction sites.

5.2.2 Autocratic leadership style on timely completion of road construction projects

On influence of Autocratic leadership on timely completion of road construction projects, from the findings of the study, Autocratic leadership was the least employed leadership style by project managers for the five construction projects studied. The leadership had the lowest averaged scores in the five projects namely; Chebilat-Ikonga road 42.1%, Mombasa slum upgrading project 46.1%, Murang'a low volume seal road 23.8%, Magwi-Ame road 31% and Sigalagala-Butere road 40.6%. The leadership ranked 4th position in popularity among respondents when ranking their project managers leadership style

Respondents did not agree that Project manager (R.E) makes all decisions on road project management without entertaining any suggestions and neither does he reward handsomely those royal to him. The study also noted respondents did not agree that the project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor and that he commands total compliance at all times without questions since this would result in abuse of office, killing staff morale and high turnover of staff since most respondents would prefer to leave the project.

The study agrees with research done by Charlton (2000) who found that project managers who use strict control measures are faced with resistance, resentment, poor work output and high staff turnover as the staff protest against dictatorial tendencies. Autocratic leaders use force to get things done thus they are too strict and exert a lot of pressure that leads to low morale. However some respondents indicated that project manager need to be firm, decisive and task oriented sometimes for the project to stay on track, avoid unnecessary design variations, maintain some order, enforce quality control processes and procedures since too much freedom sometimes undermines the authority of project manager.

5.2.3 Democratic leadership style on timely completion of road construction projects

On influence of Democratic leadership on timely completion of road construction projects, the finding of study indicated that, democratic leadership is also popular with project managers garnering high averaged scores across the five projects examined. The leadership had the following averaged scores in the five projects namely; Chebilat-Ikonga road 68.2%, Mombasa slum upgrading project 66.3%, Murang'a low volume seal road 82.5%, Magwi-Ame road 70.7% and Sigalagala-Butere road 72.9%. The leadership ranked 2nd position in popularity among respondents when ranking their project managers leadership style. Respondents agreed that democratic leadership was most popular in Mombasa

slum upgrading project where it scored 66.3% which was completed within 540 days contractual period with no time extension. Respondents agreed project manager (R.E) is friendly and approachable by all employees creating a good working environment for constructive engagement on work methodologies, progress review and work coordination. They are consulted before project manager (R.E) makes a decision on contractor claims, design reviews, site instruction making, and verification of Contractor invoices and approval of work done since they have time and cost implications. This ensures no loophole is created which can be exploited by contractors for their financial gain as well as team ownership of the final decision.

The study also found that project manager encourages delegation of duties for quick decision making on work approvals thus no financial and time extension claims arise since delays are minimized or eliminated, improved work output due to measuring output versus targets, quick design reviews are done and issued to the contractor on time and clear communication channels are created for addressing complains, clarifications and accountability. Respondents agreed that there is regular consultation on contentious issues to build consensus, team work, avoid delays in decision making, review designs and work methodologies to speed up work and that they are involved in work performance appraisals together with setting of targets in their departments in the road project. From the study, there is notable high preference of democratic leadership across the five projects examined from the average scores coming second to transformative leadership. This indicates popular desire by project managers to employ this “people centered” leadership style. These findings concur with a research done by D’Netto, 2010 on effects of Generation traits on project performance where he noted that most generation Y do not want to be micro managed but need considerable freedom to complete their task with a guiding hand of project manager. Research findings also agree with a research done by Horace Odour (2013) on effects of leadership styles on generation traits in performance of staff in construction projects in Siaya County that revealed that over 45% of the staff prefers working with a greater degree of freedom when performing their tasks. This explains the high rate of turnover of staff when they are micro managed.

5.2.4 Permissive leadership style on timely completion of road construction projects

On influence of Permissive leadership on timely completion of road construction projects, the findings of the study , permissive leadership exhibited application with some moderation across the five projects as shown by moderate averaged scores from the respondents. The leadership had the following average scores; Chebilat-Ikonga road 60.6%, Mombasa slum upgrading project 59.1%, Murang'a low volume seal roads 66.0%, Magwi-Ame road 61.6% and Sigalagala-Butere road 67.5%. The leadership ranked 3rd position in popularity among respondents when ranking their project manager's leadership style. From the findings, respondents agreed that Project manager (R.E) consults a lot with staff members on project management decisions to build consensus and team work thus ensuring final decision is acceptable to all. They are also involved in policy formulation where project manager does not dominate but gives project team members a freehand to develop procedures and processes for quality control, work methods, verification of contractor invoices and design reviews a weakness that exposes the client to financial and time extension claims.

Respondents also agreed that project manager makes a decision after consulting project staff so as to have a collective team decision with support of all. Despite being a good approach because of consensus building, road construction is very dynamic and some complex issues like washed away bridges/carriageway and landslides on roads require urgent decision thus huge delays cause's inconveniences and cost overruns which extend completion time of road construction projects. Likewise respondents agreed that project manager allows staff to make their own decisions without any interference. This encourages quick decision making for work approvals, good time management, timely approval of contractor requests/ invoices, good organization of labor and experience, but on the other side staff may be compromised by contractor for their own interests, the project incurs huge financial losses due to poor workmanship and inflation of quantities in the contractors invoices. When the staff makes their decisions without consulting project manager, the decision making is slow and demand for kickback arises and this leads to claims due to delays and too much democracy undermines the authority of project manager and this will affect the completion time of road construction projects

Finally, respondents agreed that heads of department are free to make decisions of work approval without involving project manager. This ensures timely decision making on work approval, enforcement of design to avoid variations, efficient monitoring and evaluation and

but many centers of power emerge competing rather than complementing each other resulting in uncoordinated decisions/approvals, delays, corruption, abuse of office and total lack of commitment to work. The contractor exploits this loop hole for their financial gain and as the project runs beyond contractual timelines, costs overrun occur which will influence the completion time of road construction projects. 'Members in this leadership style work haphazardly, take more time in arguments and discussions mostly purely on personal basis as concluded by Uris (1964). This study concurs with a research done by KawooyaNuhu (2010) on effects of leadership styles on employee performance in City Council of Kampala where he noted that in departments where employees enjoyed less authority from their supervisors, their quality of work was found to be poor. He also found that employees avoided taking action on important issues, ignored responsibilities, provided no feedback and allowed authority to remain dormant. Thus most projects run by City council of Kampala attracted a lot of legal claims, cost overruns and exceeded time frames set since delay in decision making greatly affected the projects.

5.3 Conclusions

The study set out to examine the influence of leadership styles on timely completion of road construction projects managed by Norken Ltd, Kenya. From the study findings, study concludes that transformative leadership style is the most popular leadership style among project managers in Norken Ltd the road construction projects, followed by democratic leadership, Permissive leadership and Autocratic leadership in 2nd, 3rd and 4th positions respectively.

1. On influence of transformative leadership on timely completion of road construction projects, the study concluded that by project manager being proactive in finding solutions to project challenges, encouraging good working relations between contractor and consultant, advising clients to contractors on time and consensus building accelerate work progress. This is evident in 33.8km Magwi-Ame road in Republic of South Sudan which was completed in a record time of 14 months out of 21 months contract period representing 66.67%. However projects like Chebilat-Ikonga road, Murang'a low volume seal roads and Sigalagala-Butere whose contract period were exceeded by 160%, 185% and 254% are attributed to delayed payment of contractor invoices due to government cash flow issues thus affecting contractors operations and contractors' internal organizational issues.

2. On influence of Autocratic leadership on timely completion of road construction projects, the study concluded that when project manager makes all the decisions without entertaining suggestions, punishes those who question the accuracy of designs and instructions to contractor, the work environment becomes uncondusive and staff morale goes down. There is tendency of staff hating workplace and work in particular resulting in poor work output, lack of commitment and high turnover of staff as they protest against dictatorial tendencies. This affects the progress as the process of hiring and leaving of staff members from the project affect planning and execution of work.
3. On influence of Democratic leadership on timely completion of road construction projects, the study concludes that the project manager is approachable, engages in consultation in design reviews, evaluating contractor invoices and claims and encourages easier decision making through delegation of duties enhances cooperation to finish project on time. This is shown by completion Mombasa slum upgrading project within contractual period of 540 days with no extension of time.
4. On influence of Permissive leadership on timely completion of road construction projects, the study concludes when project manager leaves staff to make procedures for quality control, work methods, verification of contractor invoices and design reviews without his guidelines it exposes the client to financial and time extension claims. This also opens avenues for corruption through inflated bill of quantities from contractors, kickbacks and arm-twisting on both the contractor and consultants thus denying public value for money from the project.

5.4 Recommendations

Based on the study findings, the following recommendations are made;

- 1: Transformative and democratic leadership be employed concurrently by project managers to ensure effective and efficient road construction management. The two leadership styles scored highly from respondents where 67% are below 40 years thus belonging to generation Y and X born in 1980's and 1990s who do not want to be micro managed but need considerable freedom to complete their task with a guiding hand of project manager.
- 2: None of respondents had a Master's degree in Engineering or Project Management, a situation that needs urgent attention since this implies road construction projects are

managed by staff with limited management skills. All senior staff should be required to attain at least a postgraduate diploma in Project Management from a recognized institution before being deployed to manage construction sites.

3: Discourage the use of Laissez Faire Leadership due to its poor management techniques which expose clients to claims for money and extensions of time, create avenues for inflation of Bills of Quantitates by contractors, corruption and more than one Centre of power making road construction inefficient.

5.5 Suggestions for further studies

The following areas of study were identified from the study.

- i. Factors influencing the timely completion of Road construction projects implemented through Private Public Partnerships in Kenya.
- ii. The influence of characteristics of project manager on timely completion of road construction projects in Kenya.

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APPENDIX 1

LETTER OF TRANSIMMITAL OF QUESTIONNAIRE

Muthike Joseph Murimi

P.O BOX 79105-00200, Nairobi

Tel: 0724571931

Dear Sir/ Madam,

RE: REQUEST FOR ASSISTANCE OF FILING RESEARCH QUESTIONNAIRES

I am a student at Nairobi University doing a Master's Degree in Project Planning and Management carrying out a research as part of my academic requirement on influence of leadership styles on Staff performance in construction projects. I request you to kindly fill the questionnaire as correctly and truthfully as possible. Your identity and response will be treated with utmost confidentiality and so DO NOT write your name on the questionnaire.

Thank you in advance for your assistance.

Yours faithfully,

Muthike Joseph

APPENDIX 2: QUESTIONNAIRE

INSTRUCTIONS:

Please answer these questions as honestly as possible. Write your responses in the spaces provided. Put a tick where applicable as per the question. Please don't write your name on the questionnaire.

Date _____

SECTION A: DEMOGRAPHIC INFORMATION

1) Please indicate your gender.

Male

Female

2) Please indicate your age bracket

| Age Bracket | 21-30 | 31-40 | 41-50 | Above 50 |
|-------------|-------|-------|-------|----------|
| Tick one | | | | |

3 Please indicate your Level of education

| Education Level | Certificate | Diploma | Higher National Diploma | Bachelors | Masters | Others |
|-----------------|-------------|---------|-------------------------|-----------|---------|--------|
| Tick one | | | | | | |

4 Please indicate your working experience

| Number of Years | 1-5 years | 6-10 years | 11-20 years | Over 20 |
|-----------------|-----------|------------|-------------|---------|
| Tick one | | | | |

5 Please indicate your position in road construction project

| | | | | | |
|----------|----------|----------|-----------|-----------------|---------------|
| Position | Engineer | Surveyor | Inspector | Material Expert | Support staff |
| Tick one | | | | | |

SECTION B: STYLES OF LEADERSHIP

6. Use the scale below to indicate style in your road construction project

| | | | | |
|-----------------------|--------------|------------------|-----------------|--------------------------|
| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |
| SA | A | UD | D | SD |

| | Leadership style used in your project | SA | A | UD | D | SD |
|-----|--|-----------|----------|-----------|----------|-----------|
| 6.1 | Autocratic(Dictatorship) Leadership style | | | | | |
| 6.2 | Authoritative Leadership style | | | | | |
| 6.3 | Democratic Leadership Style | | | | | |
| 6.4 | Laissez Fair(free style) Leadership | | | | | |

7. Using the same scale as 1 above, tick () on the best description of the nature of /characteristic of leadership style on your road construction project.

| | Nature/Characteristic of Leadership style | SA | A | UD | D | SD |
|-----|--|-----------|----------|-----------|----------|-----------|
| 7.1 | Project manager(R.E) is friendly and approachable by all employees | | | | | |
| 7.2 | I'm consulted before my project manager(R.E) makes a decision on contractor claims in road project | | | | | |
| 7.3 | My supervisor encourages delegation of duties | | | | | |
| 7.4 | I act without consulting my supervisor in approving road works | | | | | |

| | | | | | | |
|------|--|--|--|--|--|--|
| 7.5 | I dialogue with my supervisor on a daily basion contentious issues on the road project | | | | | |
| 7.6 | I am involved in work performance appraisals to my department in the road project. | | | | | |
| 7.7 | Project manager (R.E) makes all decisions on road project management without entertaining any suggestions. | | | | | |
| 7.8 | Project manager (R.E) rewards handsomely those royal to him. | | | | | |
| 7.9 | The project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor. | | | | | |
| 7.10 | Project manager (R.E) commands and expects total compliance at all times without question. | | | | | |
| 7.11 | Project manager (R.E) consults a lot with staff members on project management decisions. | | | | | |
| 7.12 | Project manager (R.E) is involved in policy formulation in the management of road project but does not dominate. | | | | | |
| 7.13 | Project manager (R.E) makes a decision after consulting project staff. | | | | | |
| 7.14 | Project manager (R.E) allows staff to make their own decision without any interference. | | | | | |
| 7.15 | Every departmental staff is free to make approval of work decisions without involving project manager (R.E) | | | | | |
| 7.16 | Project manager (R.E) is proactive in finding solutions to projectchallenges. | | | | | |
| 7.17 | Project manager (R.E) encourages and support | | | | | |

| | | | | | | |
|------|---|--|--|--|--|--|
| | staff to attain good working relationship with contractors | | | | | |
| 7.18 | Project manager (R.E) organizes training for all staff on key issues concerning effecting road project management | | | | | |
| 7.19 | Project manager (R.E) is fights for the welfare of all his staff. | | | | | |
| 7.20 | Project manager (R.E) stimulates all the staff to finish project on time. | | | | | |
| 7.21 | Project manager (R.E) encourages both Head of Departments and subordinate staff to do things in a creative and innovative ways. | | | | | |
| 7.22 | Project manager (R.E) allows and encourage staff development | | | | | |

SECTION C

8. Which is your favorite leadership style among Autocratic (dictatorship), Democratic, Leissaz fair (free style) and authoritative?

.....

9. Why do you prefer the leadership in (8) above?

.....

10. What are the key issues would you emphasize for the leadership style above?

.....
.....
.....
.....
.....

11. How do you employ your leadership style to influence the timely completion of road construction project?

.....
.....
.....
.....
.....

12 Please highlight in point form the best attributes which you appreciate from your project manager's leadership style

.....
.....
.....
.....
.....

13 Please highlight in point form the negative attributes which you least desire in your project manager's (R.E) leadership style in management of road construction project

.....
.....
.....

.....
.....

14 What suggestion would you like to make with reference to project manager (R.E) leadership style and time completion of road construction project?

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.....
.....

15. Any other comments about leadership style?

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.....
.....
.....
.....

Thank you and God bless you

