

The Leadership Styles and its Effects on Construction Projects Performance in Nigeria

A.M Nasiru¹ and M.A Kasimu²

¹Department of Quantity Surveying; Federal Polytechnic Bida, Nigeria.

²Department of Quantity Surveying; Federal University of Technology Minna, Nigeria
nasirunda@gmail.com

The Management of construction projects required the collection of complex and integrated decisions, actions, and communications necessary to complete projects successfully. The failures in this leadership responsibility may result into poor construction performance due to the following factors such as error, omission, changes, poor communication and poor coordination and control of construction cost. Therefore, the paper aimed to establish the role of leadership styles on construction projects performance. The survey questionnaire was adopted as a result of fragmentation and diversification in the construction industry. The questionnaire was designed in five (5) point Likert scale format with closed ended questions. A total of 100 numbers of questionnaires was distributed to the followings professionals in Abuja. These are Engineers, Quantity surveyors, Project Managers, Construction Managers, Contractors, Consultant and other stakeholders in the construction industry. The descriptive analysis was used to analyse the data obtained from the respondents. The result obtained from the descriptive analysis shows that autocratic, laissez faire, command and charismatic leadership styles are the commonest type leadership styles used during the course of construction projects. The findings also show that servant, pace setting, coaching, visionary and transformative leadership styles have significant impacts on the construction projects performance, if adopted. Therefore, the paper recommended that leaders in the construction organisation should adopt one of the followings: autocratic, laissez faire, command, charismatic, servant, team and strategic leadership styles in order to achieve quality project performance.

Keywords: Construction Industry, Leadership style, project manager, project performance

Introduction

Construction industry is dynamic in nature, due to the increasing uncertainties in technology, budgets and development process. Nowadays, building projects are becoming more complex and difficult, and the project team is facing unprecedented changes (Hillebrandt, 2000). Consequently, significant increases are being recorded in the construction projects coupled with insufficient amount of money in the construction industry, (Arendse, 2013). The complexity in the construction industry, fluctuation in the price of construction materials, the need for more construction of all types, unstable government policies, all these mentioned above are battling with limited supply of monetary fund (Olawale & Sun, 2010; Omoregie & Radford, 2006). This makes construction industry more

complex with no option than to cut the costs to the minimum. The high cost of construction contract in all aspect as a result of poor leadership style is a problem which is becoming obvious especially in Nigeria (Ameh & Osegbo, 2011). However, Nzekwe *et al.*, (2015) asserted that the failure of projects in most part of Nigeria is due to lack of quality leadership which is a worrisome trend in the construction industry. This trend has become a handy excuse for corrupt contractors and administrators who resort to varying the cost of ongoing projects in order to make money from the situation. Sometimes, the ultimate cost of the project after all the variations done is several magnitudes higher than the projected cost at the start. These challenges have been post to the leadership style of the project manager and other professionals

within the construction industry. Beside leadership is the process of influencing others to work willingly toward an organizational goal with confidence (Ameh & Osegbo, 2011). Therefore, the goal of construction industry is to deliver a good quality projects within the predetermine sum at the stipulated time frame. However, due to the challenges of leadership style in the construction industry this paper aimed to establish the effects of leadership styles on construction project performance in Nigeria. The above aim was achieved through the examination of the leadership styles adopted by project/construction managers and the impacts of leadership style on construction projects performance.

Leadership Styles

Leadership is very vital for success in any activity that involves collaboration in a group of people. In construction, leadership is significant and more essential. Munns & Bjeim (1996) emphasized that the success or failure of project management highly depend on the project leaders. Price (2009) asserted that all transformational factors such as charisma, inspirational motivation, intellectual stimulation, and individualized consideration are important. However, Price (2009) elaborated that transactional factors, which are contingent reward, management-by-exception, active and passiveness were of great importance for the effectiveness of any leadership. Jarad (2012) revealed that well-perceived leadership style elements of construction professionals include inspirational motivation, idealized attributes, intellectual stimulation, idealized behaviour, contingent reward, and individualized consideration. Toore & Ofori (2008) expressed that building professionals should adopt and promote the use of transformational leadership in their interactions with employees in order to realize greater employee performance and satisfaction. Transactional leadership underlies most leadership models, which focus on exchanges between leaders and followers. It is an extrinsic-based motivation process by which leaders achieve their goals, while followers receive external rewards for job Performance. An

example of this type of leadership is the manager who gives rewards, such as promotions, extra pay, or time off, for employees who surpass their goals. Transactional leadership behaviour includes interactive goal setting, contingent mate reward, contingent personal reward and personal recognition.

Types of leadership Style

Avolio *et al.*, (1994) identified the following types of leadership styles and added that if employed by the leaders on a construction site will have positive impact on the construction project. Thus; (1) Pacesetting Leadership: This type of leadership style involved setting the pace for the groups and teams they are leading. (2) Coaching Leadership: This type of leadership builds their teams and the individuals on those teams through coaching. They focus on the long-term growth and elevation of members of their teams and look for opportunities to upgrade them by teaching them new skills and knowledge. (3) Servant Leadership: The Servant leadership looks out for opportunities to meet the requirements of their team members. They look to remove impediments to allow for greater opportunities for success. (4) Strategic Leadership Style: This is type of leadership which involves a leader who is essentially the head of an organization. The strategic leader is not limited to those at the top of the organization. The strategic leaders always fill the gap between the need for new possibility and the requirement for practicality by providing a prescriptive set of habits. (5) Team Leadership: This type of leadership style involves the production or creation of exact picture of its future, where it is heading to and what it will produce or stand for. The vision inspires and provides a strong sense of purpose and direction. (6) Facilitative Leadership: Facilitative leadership is a type of leader that depends on measurements and outcomes not a skill, although it takes much skill to master. The efficacy of group is directly related to the efficacy of its process. (7) Transformational Leadership: This type of leadership is really a motivational one. It is also a process whereby leaders engage

subordinates to create a relationship that increases the efforts and moral of the construction workers. (8) Authoritarian leadership: This leadership style is the opposite of the Laissez-Faire leadership and Democratic leadership. Authoritarian leaders are commonly referred to as autocratic leaders. (9) Charismatic Leadership: this is characterized by leaders who influence others through their personality. (10) Cross Cultural Leadership: This type of leadership normally exists where there are various cultures in the society. (11) Laissez-faire leadership: This type of leadership style allows the employees or group to develop on its own decisions, as the leader has no real authority. However, the leader answers questions, provides information, or gives reinforcement to the group (Booyanchai, 2011). (12) Democratic leadership: As the name implies, the decision from the majority is usually with hold. This type of Leadership style provides direction, but permits the group to make their own decisions.

Research Method

This study adopted a questionnaire survey approach in the field of studies the sample of individuals from a population with a view towards making statistical inference about the population using the sample (Morenikeji, 2006). The survey questionnaire was used to pull out about public opinion, such as beliefs, perception, ideas, views and thought about some things. The questionnaire survey is mostly used for scientific purposes as it provides important information for all kinds of research fields, for example, the current situation on the ground, psychological perception and views of the population. In order to obtain the require population for this study, the stratified random sampling technique was adopted for the selection of the construction companies that participated in this study based on the concept of Creswell and Tashakkori, (2007) that the respondents are assess accurately on basis of their strata.

The questionnaire that was used to record the responses of each respondent contained mainly closed ended questions using a five-point Likert scale ranged from none=1, low=2, moderate=3, high=4 and very high=5. The scores of the respondents were computed based on the variables used in the questionnaire. However, the questionnaires were distributed to professionals in the construction industry that are actively involved in construction projects in Abuja with the years of experiences not less than 5 years. These are Quantity Surveyors, Architects, Engineers, Project Manager, Construction Manager, Contractors and Consultants. 100 questionnaires were distributed and only 68 questionnaires were filled correctly and returned, which represent 68% of the Questionnaires used for the analysis. The mean ranking method was adopted for this study.

Descriptive analysis

The purpose of employing the descriptive analysis was to summarise the sample. It is also used for a brief descriptive summarising transactions contained data set, which can either represent the entire population or sample (Creswell & Tashakkori, 2007). This method was used to describe the data set in terms of measuring the central tendency and dispersion or variance. The measurement of central tendency included the middle, and the average, while volatility measures include standard deviation (or difference), and the minimum and maximum variables. The descriptive analysis encompasses the mean, standard deviation, variance and standard error means. In this study descriptive analysis was used to present means and standard deviation values as well as frequency counts on the data. The mean value was used to ranked the respondents' opinions or responses obtained.

Findings and Discussion of Results

The results obtained from the descriptive analysis were summarized in Table 1. The class range was obtained from the five point Likert scale adopted in obtaining the data.

Table 1: Class range of Average Index

Mean Range	Likert Scale
$0.00 \leq \text{Mean Value} < 1.49$	None
$1.5 \leq \text{Mean Value} < 2.49$	Low
$2.5 \leq \text{Mean Value} < 3.49$	Moderate
$3.5 \leq \text{Mean Value} < 4.49$	High
$4.5 \leq \text{Mean Value} < 5.0$	Very high

Source: Kasimu (2016)

Demographic Survey of the Respondents

Figure 1 shows the distribution of respondents' organization 34% of respondents belong to client organization while 33% each belongs to consultants and contracting organizations.

Figure 2 show that the profession of respondents revealed a composition of Quantity surveyors, Architects, Builders, Civil engineers, Electrical and Mechanical engineers representing 40%, 22%, 18%,

13% and 7% respectively.

Figure 3 below shows the distribution of respondents by years of experience in the construction industry 9% of the respondents have 1-5 and above 5years experience represent 13%, 18% have 11-15years, 40% represent 16-20years experience. While above 20years have 20%. This reveals that majority of the respondents have more than 5years experience in the construction industry.

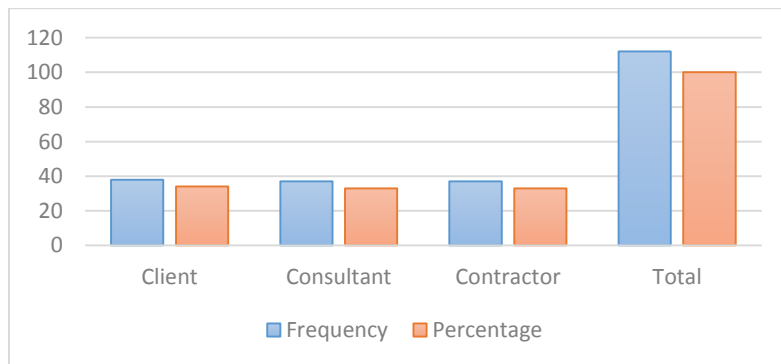


Figure 1: Nature of Respondents (Researcher's Field Work, 2 017)

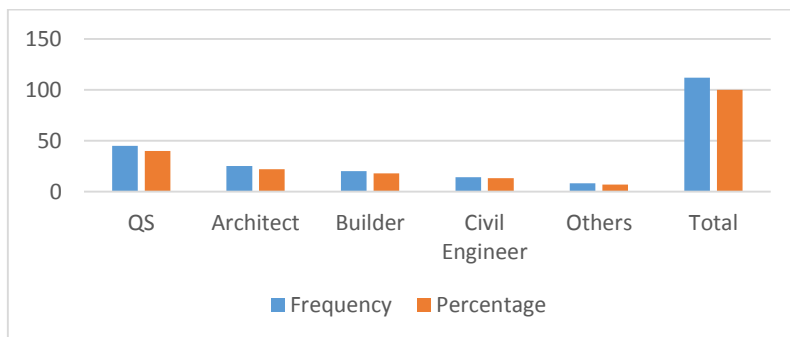


Figure 2: Respondents profession (Researcher's field works, 2017)

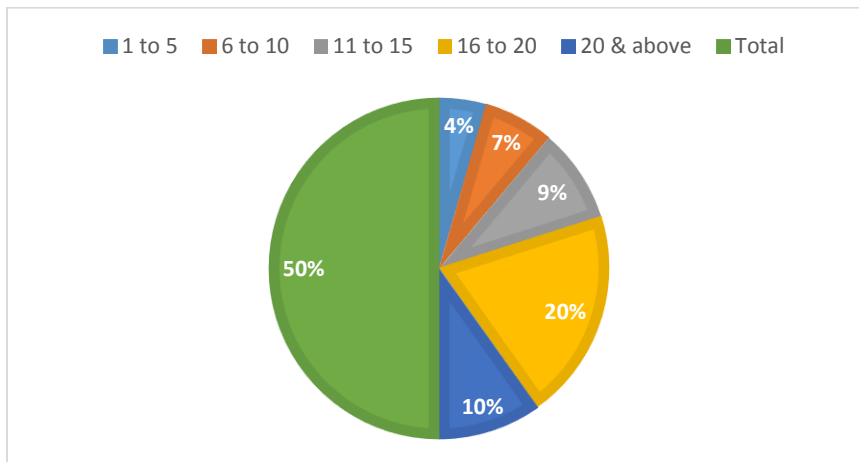


Figure 3: Respondents years of experience (Researcher fieldwork, 2017)

The level of types of leadership style adopted in the construction industry

The level of leadership styles adopted in the construction industry were examined through descriptive analysis. The mean ranking system was employed to establish the types of leadership styles used in Nigeria construction industry as shown in Table 2.

Table 2: Analysis of level of types of leadership style adopted in the construction industry.

Leadership Styles	Mean	SD	Rank
Autocratic Leadership	4.48	.506	1
Laissez faire Leadership	4.09	.687	2
Command Leadership	3.98	1.255	3
Charismatic Leadership	3.73	1.352	4
Democratic Leadership	3.63	1.00	5
Cross Cultural Leadership	3.32	.544	6
Servant Leadership	2.69	1.34	7
Facilitative Leadership	2.51	.518	8
Team Leadership	2.44	.911	9
Strategic Leadership	2.10	.680	10
Pace Setting Leadership	1.58	.671	11
Visionary Leadership	1.54	.596	12
Transformational Leadership	1.54	.555	13
Transactional Leadership	1.69	.468	14
Coaching Leadership	1.12	.515	15

The result in Table 2 ranked autocratic and laissez-faire leadership styles very high with mean value of 4.48 and 4.09 respectively. However, command, charismatic, democratic and cross cultural leadership were ranked high with followings mean value of 3.98, 3.73, 3.63 and 3.32 respectively. In addition, servant, facilitative, team and strategic leadership were ranked moderate with the followings mean value of 2.69, 2.51, 2.44 and 2.10 respectively. Moreover, the remaining leadership styles have less mean value. This reflects that the remaining leadership style have not been used frequently in Nigerian construction industry during the course of construction projects. The outcome of this result is in agreement with the study of Price (2009) which highlighted commonest leadership styles used in the construction industry during the course of execution of construction projects as charismatic, command, autocratic, and strategic leadership style. However, Boonyachai (2011) argued that the commonest leadership styles adopted in Thailand construction industry are transformational, democratic, coaching facilitative and transactional leadership styles. Therefore, the paper deduced that the followings leadership styles were adopted in Nigeria construction industry: autocratic, laissez faire, command, charismatic, democratic and cross cultural leadership.

4.3 The leadership styles that have impacts on construction projects performance

The leadership styles that have impacts on the construction project performance were analysed using descriptive analysis as shown in Table 3.

Table 4 indicates that: servant; peace setting and coaching leadership styles were ranked very high with the mean value of 3.92 and 3.82 respectively. This implies that servant, coaching and peace setting leadership styles have very high impact on construction projects performance. However, visionary, transformational and strategic leadership styles were ranked high with mean value of 3.31, 3.27 and 3.05 respectively. However, team, transactional, democratic and charismatic leadership style were ranked

moderate with mean value of 2.90; 2.89; 2.58 and 2.13 respectively. Moreover, the remaining leadership styles were ranked low in terms of impacts of leadership styles on construction projects performance. George & Shamas (2012) argued that facilitative, command and team leadership styles have impacts on construction projects performance. Bass (1990) further expressed that: laissez-faire; democratic; cross sectional and transactional leadership styles have impacts on construction projects performance. However, Ogunlana (2008) in agreement with result by suggested the possible means of achieving quality projects performance in the construction industry through the followings leadership styles: coaching, peace setting, strategic, team and transformational leadership styles.

Table 3: The leadership styles that have impacts on projects performance

Leadership Styles	Mean	SD	Ranking
Servant Leadership	3.92	.392	1
Pace Setting Leadership	3.92	.392	2
Coaching Leadership	3.82	.603	3
Visionary Leadership	3.31	1.137	4
Transformational Leadership	3.27	.502	5
Strategic Leadership	3.05	.518	6
Team Leadership	2.90	.533	7
Transactional Leadership	2.89	1.172	8
Democratic Leadership	2.58	.525	9
Charismatic Leadership	2.13	.870	10
Facilitative Leadership	1.97	.692	11
Autocratic Leadership	1.95	.320	12
Cross Cultural Leadership	1.85	.446	13
Command Leadership	1.69	.602	14
Laissez faire Leadership	1.25	1.500	15

Source: Researcher's Field Work (2017)

Conclusion

The paper concluded that the leadership styles commonly used in Nigeria construction industry during the course of executing construction projects such as: autocratic, laissez faire, command, charismatic, democratic, cross cultural, servant, facilitative, team and strategic leadership styles. This implied that project managers in Nigeria construction industry adopted one or more of the above mentioned

leadership styles during course of executing construction projects. In addition, the leadership styles that have impacts on construction projects performance are servant, peace setting, coaching, visionary, transformational, strategic, transactional, democratic and charismatic leadership styles. This reflects that quality performance of construction projects depends on the type of leadership style adopted during the course of construction projects. Therefore,

the paper suggests that project managers should adopt one of the followings leadership styles: autocratic, laissez faire, command, charismatic, democratic, cross cultural, servant, facilitative, team and strategic to achieve quality projects performance. This paper contributes to knowledge in areas of leadership styles that commonly used during the course of construction projects.

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