



Servant Leadership and Performance of Projects: A Case of World Vision Projects in Arusha Region, Tanzania

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Abstract: Leadership is defined as a way of motivating people towards achieving a common goal. In project management, leadership plays a critical role in fostering positive communication and achieving project success. This paper focuses on the influence of servant leadership on performance of projects implemented by World Vision in Arusha Region, Tanzania. The study involved a mixed methods approach to obtain relevant data for the study, and a convergent parallel design for data analysis. Findings revealed that servant leadership had a significantly high influence on performance of project, with majority of respondents expressing positive responses with the leadership style. Overall, the research emphasized the need to consider additional factors, such as technology, team diversity, risk, and culture, in understanding the full impact of servant leadership on performance of projects. Further investigation into these performance-related factors is recommended to enhance performance of projects. In conclusion, the study highlighted the significance of servant leadership in project management and stressed the importance of a comprehensive approach that goes beyond the servant leadership style to ensure effective performance of projects.

Keywords: Leadership, project leadership styles, servant leadership style, project management, performance of projects

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1. Introduction

In today's rapid and competitive corporate world, successful project execution is essential for companies to achieve their strategic objective and maintain a competitive edge Smith *et al.* (2018). Projects, whether large or small, are typically undertaken to create new products, improve processes, or expand services. A project's success is dependent not only on well-defined plans and efficient execution, but also on effective leadership.

Leadership is essential in guiding and motivating project teams to work cohesively towards a common objective.

The style of leadership employed by project managers can significantly influence team dynamics, communication, decision-making processes, and ultimately project outcomes Cross *et al.* (2020). Identifying how different leadership styles affect performance of projects is crucial for organizations seeking to optimize their project management practices and improve overall success rates.

Anantatmula (2020), defines project management as the use of components such as capabilities, instruments, and methods, in order to provide value to people. Therefore, these components are vital in ensuring that the project's goals are attained.

Furthermore, Darkazanli (2013), states that projects involve various parties to execute the various activities that are undertaken throughout the project process and this includes project managers who essentially plan, communicate, monitor, organise and lead throughout the project process. That being stated, leadership is one of the components required for a project's success since it is essential in project management as it is related to the overall structure of any project.

Project leadership is a term that is essential and particular in the project process. Fokina (2023) defines it as the art and science of guiding a team toward successful project completion. From this definition, we can deduce the significance of leadership on project employees and the overall impact it has on project management. Moreover, leaders in the project management set up use a leadership style to direct their employees to encourage them to achieve common goals. Unfortunately, certain leadership styles cause more harm than good in certain project situations. This is supported by Raziq *et al.* (2018), who implies that certain leadership styles are not associated with goal clarity and thus, they can potentially contribute to project failure.

Project management and leadership can work together to guarantee overall project success. Furthermore, Giri (2019), notes that project managers should have the ability to lead people and therefore, to have good leadership skills. Both components necessitate a focus on the personnel, since building leadership abilities for project managers is critical. The most important project management leadership abilities include encouraging and inspiring personnel, communicating, persuading, listening, and team building.

On the other hand, PMBOK guide (2017) asserted that, servant leadership style is vital in the project management discipline as it assists project managers to interact and work better with their employees. The most relevant form of leadership styles in project management are those described by the PMBOK guide (2017), which states the leadership styles as servant leadership, transformational leadership, transactional leadership, charismatic leadership, interactional and laissez- faire leadership. Each of these leadership styles are important for project management.

Africa has had its fair share of cases of project failure. A study by Okereke (2017), points out the various cases of project failure across the continent. Their causes of failure are interrelated one way or another, pointing to poor leadership and leadership styles as a main cause of project failure. Furthermore, the scholar points out that several projects in Africa have delayed or even failed due to; lack of supervision, poor project planning, ignorance on project management skills, uncommitted employees, failure to ensure availability of sufficient resources, poor relationship between project manager and employees. Based on this study, some of the causes for project failure

highlighted, are attributes of leadership styles in project management. For example, lack of supervision is a characteristic of the laissez faire leadership style PMBOK guide (2017), while relations motivation of project employees is a characteristic of servant leadership Zada *et al.* (2023). Based off the trait theory, leadership styles are attributes that project managers pose Fleenor (2015). Therefore, the study shows how poor leadership skills as well as poor choice of leadership styles can contribute to project delay or failure.

Furthermore, Mary (2018), affirms the claim that poor leadership is a leading factor of project failure in Kenya. She asserts in her study done in Kitui, Eastern Kenya, that Compassion International initiated 12 projects to alleviate poverty in Kitui through development projects in various sectors that the county was struggling with. The organization provided necessary facilities and sufficient funds for projects to be done. However, 8% of the projects were dismissed, 20% were poorly performing, 32% were fairly performing and only 40% performed well.

Mary (2018) further stated that despite the availability of resources, these projects failed or performed poorly because of the poor leadership skills by the managers of the projects in Kitui. Furthermore, Kariuki (2018), conducted research to study the influence of project managers' leadership styles on the execution of Kenyan water projects and the findings revealed that despite the importance of majority of projects, most projects have no positive end results, hence, majority of projects in many nations, industries, and sectors do poorly. Based on the findings, the researcher suggested that it is beneficial for project managers to educate the members of the project team. For example, project managers should connect with team members more by re-evaluating suppositions of the projects, seeking alternatives for project issues, and creating new methods of carrying out project undertakings. As a result, project managers should adopt new technologies to carry out project activities and encourage constant contact with the project team.

Empirical literature notes that, it is evident that majority of research in this field has been carried out worldwide. However, a few studies have been conducted in Tanzania on the topic Assenga (2022). The scholar carried out research so as to analyse the effectiveness of leadership style on the development of Tanzania public organisations. The positive impacts were efficiency and positive communication. Thus, this helped the organisation achieve its goals. The researcher suggests that the use of different leadership styles is important because it contributes to better performance, employee commitment and teamwork, and improves performance value.

1.1 Problem Statement

The general research problem focused on this research is that, despite the availability of certain project necessities, projects still delay or show poor performance due to poor choice of leadership styles and general management of a project. However, despite the vast amount of research available on leadership styles, there remains a lack of consensus regarding the most effective approach for achieving project success Raziq *et al.* (2018).

There have been concerns in the Arusha region by stakeholders and beneficiaries of World Vision Tanzania projects that the project management styles used by project managers could be the cause of their challenges. These concerns have raised questions about whether the challenges faced by these projects could potentially be attributed to the leadership approaches being utilized. In response to this pressing issue, the primary aim of this comprehensive study was to thoroughly evaluate and analyse the impact of servant leadership style on the overall performance outcomes of projects implemented by World Vision in the Arusha Region, located within the United Republic of Tanzania. By exploring the intricate relationship between servant leadership style and performance of projects, this research sought to provide valuable insights that can inform and enhance future project management practices within World Vision, ultimately working toward improving the effectiveness and sustainability of development initiatives in the region.

2. Literature Review

As stated above, leadership is the process through which a person encourages others to achieve a goal. This term has been defined in various ways by various researchers. Armstrong (2020), for example, defines leadership as the ability to persuade others to do something. It is the process of motivating others to perform their best to attain a certain goal. The definitions differ, but they all go in the same direction, that is, leadership entails persuading people to work toward a common objective. A project is an attempt that incorporates a succession of actions and resources, designed to attain a given result, considering restrictions like time, quality and cost and which typically introduces a change, Megh (2020). Therefore, project leadership is leadership that is specific for the successful achievement of project goals and objectives.

Additionally, Armstrong (2020) believed that there are different types of leadership characteristics which are also known as leadership styles or management styles. These refer to an approach that leaders use to exercise leadership when they are relating with their employees. This section will assess the various leadership styles relevant to project management.

Further to this, the goal of this study was to assess the influence that leadership styles have on performance of projects implemented by World Vision in Arusha Region, Tanzania. The objective of the study was to assess the influence of servant leadership on performance of projects. The variables are performance of projects as the dependent variable and servant leadership as the independent variable.

Servant leadership has been defined by Nguyen (2021), as a leadership style that prioritizes facilitating others. It is an inclusive approach to work that fosters a sense of community and the sharing of decision-making authority. The scholar further states that this form of leadership prioritizes the needs of project team members. Furthermore, it is noted that this leadership style is most effective when the project manager is willing to prioritise the employees' needs. Therefore, this style is not conducive for all project managers to implement as the lack of willingness to prioritise needs of the employees could potentially affect the performance of projects.

The PMBOK guide (2017), asserts that project managers who adopt this approach are frequently focused on team cooperation and team growth in order to reach the project's shared purpose and objective. This leadership style fosters healthy relationships between project managers and personnel. As a result, projects benefit and there is room for successful performance of projects.

Literature by Nauman (2019) asserted that, servant leadership helps leaders grow and flourish by putting workers' interests first and encouraging more cooperation among them. This statement was based on a study that was conducted to find the correlation of servant leadership and success of project with a focus on mediation through work engagement and project work withdrawal.

The findings of this study revealed that employees that are led by managers using this leadership style are typically more motivated and have a favourable emotional state toward their everyday work. This is supported by Chiniara *et al.* (2016), who notes that employees and leaders that employ this style of leadership have excellent effects in terms of individual performance during the project phase. This researcher went on to say that servant leadership has a beneficial impact on performance of projects. As a result, the researcher develops the hypothesis that "servant leadership is positively connected to project success." Therefore, a lot of literature notes that this style of leadership has positive influence on performance of projects.

For instance, Shahbaz (2021) carried out research to determine the role of servant leadership and project management success factors. The researcher assumed that this leadership style's attributes promote employee empowerment and consequently, leads to the success of a project. However, using a non-experimental explanatory design, the findings indicated that certain

dimensions of servant leadership such as open participatory leadership, inspiring leadership, power and pride and certain dimensions of project success such as; client recognition, communication, monitoring and feedback, project goals, and project plan, revealed no links between servant leadership and project success. The researcher notes that the sample size was 76 and this could have affected the results of the study. If the sample size was bigger, perhaps the results would have shown a positive relation between the variables.

2.1 Servant Leadership Theory

Developed by Greenleaf (1977), the servant leadership theory has been classified as a theory that focuses on; service to others, a holistic approach to work, promoting a sense of community and sharing of power in decision-making. Smith (2005) analysed the theory and noted that the theory involves leaders possessing specific qualities that prioritise the needs of the employee. These qualities include listening skills, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of employees, a desire and ability to build communities.

The scholar indicated that, the servant leadership has been extensively applied in the workplace, demonstrating its potential as a practical as well as theoretical approach to organisational management.

The scholar noted that this theory has advantages and disadvantages. The advantages of this theory include it involves a holistic approach which ensures that employees are well cared for holistically hence, this ensures motivation and consequently, leads to high

productivity of an employee. Second, the servant leadership theory is known for bringing empowerment to the employees. Hence, this also leads to employees feeling motivated and encouraged to be more productive with tasks.

On the other hand, the disadvantage of the theory includes the over emphasis on a manager’s inner values over external techniques make it difficult for companies to implement it on a practical level. Second, the scholar suggests that servant leadership may be difficult to train as it requires specific qualities that a manager needs to possess, thus, making it difficult for one to naturally exhibit those qualities.

2.2 Conceptual Framework

A conceptual framework is defined by Adom (2018), as a visual or textual output that depicts the predicted connection between your variables. It highlights the main goals of a research process and shows how they combine to provide consistent findings. It is used as a guide to help researchers make sense of subsequent results if it is well-articulated

This conceptual framework has the independent and dependent variables. Independent variables as defined by Shukla (2018), are variables that can be altered to investigate its effects. On the other hand, dependent variables are defined as variables that are affected by the independent variable (Shukla, 2018). In this study, the independent variable was servant leadership style while the dependent variable was performance of projects.

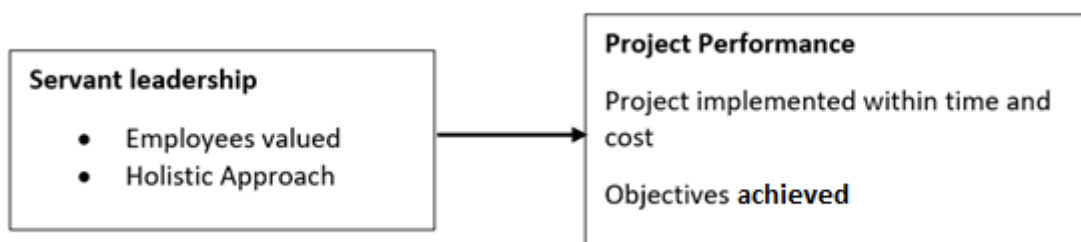


Figure 1: Conceptual Framework

The diagram in Figure 1, illustrates how servant leadership influences performance of projects.

Research Questions

1. How has servant leadership influenced performance of projects?
2. How has transformational leadership influenced performance of projects?
3. How influential is laissez-faire leadership on performance of projects?
4. How has transactional leadership influenced performance of projects?

3. Methodology

3.1 Research Design

As defined by Khanday (2023), research design is a technique for solving a research issue using empirical data. The study used a mixed method approach. The purpose of using this method was to obtain more information on the study Doyle (2009). Convergent parallel design by Creswell (2023), is defined as a way

of gathering quantitative and qualitative data simultaneously and assessing them independently. Once quantitative and qualitative data was collected simultaneously, and they were assessed independently. Hence, the convergent parallel was suitable and it was used for this study. After both analyses were complete, they were compared to draw overall conclusions.

Research design is an important tool that serves as a guide on how research will be carried out. In the words of Khanday (2023), it is an approach for answering a series of questions. It is a framework that includes methods and procedures for data gathering, analysis, and interpretation.

Therefore, this study obtained a comprehensive understanding of the impacts of leadership styles on performance of projects in the specific context of the 39 Area Programs coordinated by World Vision Tanzania National Office in Arusha Region. The combination of qualitative and quantitative data collection and analysis allowed for a more robust exploration of the research question, leading to evidence-based conclusions and practical implications.

3.2 Population, Sample Size and Sampling Procedure

According to the current employee database of World Vision Tanzania (2023), the total staff count for the project employees is 560 World Vision Tanzania (2023); and this study focused on all employees directly involved in the Area Programs under the leadership of the Area Project Managers.

3.2.1 Sample Size and Sampling Techniques

Mwita (2022), asserts that sampling means selecting the group that will collect data from the research. It is the method of selecting individuals or items derived from a population to represent the overall qualities community under investigation. The study also focused on the demographics of the respondents, particularly the gender, age and educational background of the respondents, which was essential for the study. Therefore, this constitutes the study population.

Since this study involved both qualitative and quantitative techniques, the study included both probability and non-probability sampling techniques to come up with a sampling frame. Sampling of WVT project employees involved picking samples using the stratified sampling technique, which is a probability sampling technique which involved picking respondents based on their sex, male and female employees of the targeted projects. Once this was done, random sampling was carried out in each stratum. As a result, a sample of respondents was picked using this method to find representatives from each sex of the employee.

3.2.2 Sample Size for Project Employees

Determining the appropriate sample size for this study was essential to ensure that the findings are reliable and generalizable. According to Mugenda *et al.* (2003) as long as the sample size does not exceed 1000, a decent maximum sample size is generally between 10% and 30% of the population. Hence the study opted for the mean of 10% and 30%, so the sample was 20% of the total population that is equal to 113 cases.

3.2.3 Sampling of Project Managers

Purposive sampling was used to sample the project managers of projects under each sector which are: health and nutrition, W.A.S.H. (Water, Sanitation and Hygiene), education, child protection and safeguarding.

3.2.4 Sampling of Project Employees

Sampling of WVT project employees involved picking samples using the stratified sampling technique, which is a probability sampling technique which involved picking respondents based on their sex, male and female employees of the targeted projects. Once this was done, random sampling was carried out in each stratum. Thus, a sample of respondents was picked using this method.

In this study, the decision to use a sample size of 20% of the study population was based on a general rule commonly applied in research contexts where the total population is relatively small. The rationale behind this approach is to strike a balance between obtaining a representative sample and managing practical constraints, especially when the entire population is limited in size. The selected sample size is considered sufficient to derive meaningful insights into the impact of leadership styles on performance of projects within the specific context of World Vision Tanzania National Office in Arusha region.

In line with the recommended approach, a sample size of 20% of the total organization's staff, which amounts to 113 individuals, was selected for the study. Out of the 113 individuals, questionnaire data collection was successfully conducted with 109 project employees. Additionally, 4 project managers actively participated in the research through structured interviews.

The combination of questionnaire surveys and interviews allowed for a comprehensive data collection process, capturing both the perspectives of frontline project employees and the insights of the project managers.

3.3 Description of Data Collection Instruments

For this study, in depth interviews were held with the project managers while questionnaires were given to the Project employees to collect data. An interview is

defined by Sahoo (2022), as a data collection strategy that depends on asking questions in an ordered manner to obtain data on a topic. A questionnaire, on the other hand, is described by Taherdoost (2021) as a set of questions or items intended to collect information from respondents about their attitudes, experiences, or opinions. These methods were employed because they enabled direct engagement with respondents, which aided in the retrieval of pertinent information.

3.3.1 Questionnaire for Project Employees

This instrument is separated into four parts. Section A contains the demographic information of the employee which includes sex, age and level education. Section B contains statements on performance of projects and Section C contains statements on leadership styles.

3.3.2 Interview Guide for Project Managers

This instrument is divided into four sections. Section A contains the demographic information of the manager which includes sex, age and level education. Section B contains questions on performance of projects and Section C contains questions on leadership styles.

3.4 Data Analysis Procedures

The scale that was used in the research instruments is nominal such that it is categorical. Once the data was collected from the sample of respondents of the questionnaires, interviews were conducted. Once this was done, the data was reported in narratives and quotations.

Jackson (2007) describes qualitative research as the collection and analysis of non-numerical data to better comprehend thoughts, views, or experiences. It is founded on first-hand observations of humans as meaning-makers in their daily lives. Shukla (2018), on

the other hand, describes quantitative research is the process of gathering and comprehending numerical data. It may be used to discover patterns and averages, anticipate, examine causal linkages, and extrapolate results to larger groups.

The research involved both qualitative and quantitative data. For the qualitative data, interviews were conducted among project managers. For the quantitative data, questionnaires were administered. To assess the data, both descriptive and inferential statistics were utilised. The coding gave values representative of the subject's responses and these were then entered into a computer. IBM SPSS Statistics 23 software was utilised as a data analysis tool. The analysis was then done to check measures of central tendency, dispersion, correlation and regression.

The mathematical model to depict correlation and regression of the variables is Linear Regression model given by:

$Y = A + BX$ where:

Y is the dependent variable (Performance of projects)

X is the independent variable (Servant Leadership)

A is a constant value

B is the coefficient for **X**

4. Results and Discussion

Based on the respondents of the interview, the respondents agreed on servant leadership as a highly effective in achieving performance of projects. There is no stand-alone leadership style, project managers use multiple leadership styles throughout the course of a project however, servant leadership serves a valuable purpose and it effective in guiding their leadership. The Servant leadership data were taken in Likert scale and the results are depicted in Table 1.

Table 1: Servant Leadership Scores**Scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree**

Servant Leadership	SA - 1	A - 2	N - 3	DA - 4	SDA - 5	Mean
1. The project managers valued their employees.	0%	0%	11%	47%	42%	4.31
2. Strong connections were established between the project manager and the employees.	0%	0%	7%	51%	42%	4.36
3. Employees were inspired to work in the project.	0%	0%	11%	42%	47%	4.36
4. There was team cooperation throughout the project.	0%	0%	9%	53%	38%	4.29
5. Project managers focused on individual performance of project employees	0%	0%	20%	44%	36%	4.16
6. Employees were not involved in the decision making of the project.	4%	4%	18%	44%	29%	3.89
7. The project manager encouraged the project team.	2%	2%	20%	47%	29%	3.98
8. There was sense of community in the project process.	2%	2%	11%	51%	33%	4.11
9. Employees were motivated to work.	2%	2%	20%	49%	27%	3.96
10. There was substantial personal development throughout the project.	2%	4%	20%	47%	27%	3.91

Composite Mean= 4.13

Table 1 illustrates that of 101 of those who participated, 11% were neutral on the statement “The project managers valued their employees.” 47% disagreed, 42% strongly agreed and the mean for this statement is 4.31 higher than the composite mean which is 4.13. Therefore, this suggests that this claim has a positive influence on performance of project.

Second, on the statement “Strong connections were established between the project manager and the employees”, out of 101 respondents, 7% were neutral. 51% disagreed and 42% strongly disagreed. The mean for this statement is 4.36 higher than the composite mean which is 4.13. This suggests that this claim has a positive influence on performance of project.

Third, on the statement “Employees were inspired to work in the project”, out of 101 respondents, 11% were neutral, 42% disagreed and 47% strongly disagreed. The mean for this statement is 4.36 higher than the composite mean, which is 4.13. This suggests that this claim has a positive influence on performance of project. Additionally, on the statement “There was team cooperation throughout the project”, out of 101 respondents, 9% were neutral, 53% disagreed, 38% strongly disagreed. The mean for this statement is 4.29 higher than the composite mean which is 4.13. Therefore, this suggests that this claim has a positive influence on performance of project.

On the statement “Project managers focused on individual performance of project employees”, out of 101 respondents, 20% were neutral, 44% disagreed, 36% strongly disagreed. The mean for this statement is 4.16 higher than the composite mean which is 4.13. This suggests that this claim has a positive influence on performance of project.

The statement “Employees were not involved in the decision making of the project”, out of 101 respondents, 4% strongly agreed, 4% agreed, 18% were neutral, 44% disagreed and 29% strongly disagreed. The mean for this statement is 3.89 which is lower than the composite mean which is 4.13. Therefore, this suggests that the claim does not influence performance of projects.

Moreover, on the statement “The project manager encouraged the project team”, out of 101 respondents, 2% strongly agreed, 2% agreed, 20% were neutral, 47% disagreed and 29% strongly disagreed. The mean for this statement is 3.98 which is lower than the composite mean which is 4.13. Therefore, this suggests that the claim does not influence performance of projects.

In addition, on the statement “There was sense of community in the project process”, out of 101 respondents, 2% strongly agreed, 2% agreed, 11% were neutral, 51% disagreed and 33% strongly disagreed. The mean for this statement is 4.11 which is lower than the

composite mean which is 4.13. Therefore, this suggests that the claim does not influence performance of projects.

Furthermore, on the statement “Employees were motivated to work”, out of 101 respondents, 2% strongly agreed, 2% agreed, 20% were neutral, 49% disagreed and 27% strongly disagreed. The mean for this statement is 3.96 which is lower than the composite mean which is 4.13. Therefore, this suggests that the claim does not influence performance of projects.

Lastly, on the statement “There was substantial personal development throughout the project”, out of 101 respondents, 2% strongly agreed, 4% agreed, 20% were neutral, 47% disagreed, and 27% strongly disagreed. The mean for this statement is 3.91 which is lower than the composite mean which is 4.13. Therefore, this suggests that the claim does not influence performance of projects.

The regression and correlation analyses of performance of projects on Servant leadership style is shown in Table 2 and Table 3.

Table 2: Correlation between Performance of Projects and Servant Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Change	F Change	df1	df2	Sig. Change	F
1	.976 ^a	.952	.951	.1584	.952	1948.798	1	99	.000	

a. Predictors: (Constant), SLSX1

As shown in Table 2, $R^2 = 0.951$, $p < .001$. This indicated that correlation is strong and statistically significant, which shows that the model can be used in predicting the influence of Servant Leadership on Performance of

projects. The Pearson’s correlation of determination, ($R^2 = 0.951$) tells us that about 95.1% of the variations in projects performance is explained by Servant Leadership.

Table 3: Regression Coefficients^a for Performance of projects on Servant Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.200	.093		-2.166	.033
	SLSX1	.988	.022	.976	44.145	.000

a. Dependent Variable: PP(Y)

The regression of performance of projects on servant leadership is shown in Table 3. The results indicate that the regression is statistically significant ($p < .001$).

The regression model is:

$$PP(Y) = -0.200 + 0.976SLS(X_1)$$

This implies that an improvement of servant leadership by one unit causes an improvement of 0.976 units in performance of projects.

When the employees were interviewed, there were positive perceptions to servant leadership style. Some respondents had the opinion that servant leadership encouraged valuing employees. One responded commented: For example, the respondent confirmed as follows:

Participant A “Employees valued their work, thus this positively impacted the projects”, July 31, 2023.

Other respondents had the view that overcoming project challenges is essential for performance of projects. This was a positive thing to note. For example, one respondent commented: Participant B, “The employees responded well to the project challenges”, July 31, 2023.

Other respondents were in the view that employees being able to make problem- solving decisions is essential in

performance of projects. The respondent commented that:

Participant C “Employees were able to come up with valuable and attainable solutions to the problems faced and they are completed on time. This shows that they value their work”, July 31, 2023.

Furthermore, the respondents were in the view that employees should be engaged in decision making processes to meet the objectives of the project so as to attain positive performance of projects. The respondent stated that:

Participant D “Due to employee engagement, employees were motivated and were more enthusiastic about achieving the goals of the projects that were set”, July 31, 2023.

The findings of servant leadership from the descriptive and inferential statistics correspond with the findings from the interviews.

4.1 Discussions

These findings revealed a composite mean of 4.13 of participants who agreed that servant leadership style

influences performance of projects. This finding is supported by the main statement of the questionnaire stating that, “The project manager encouraged the project team”, which had the highest mean of 3.98 where respondents agreed with the statement. The statement “Employees were not involved in the decision making of the project” had a mean of 3.89, with respondents disagreeing with the statement. Overall, this reveals that four statements had a mean that was lower than composite mean, whereas six statements had a mean higher than the composite mean. Therefore, this suggests that servant leadership influences performance of projects.

The findings agreed with the findings from the studies in the literature review. For example, a study conducted by Nauman (2019), who conducted a study with the aim to find the relationship between servant leadership and success of the projects with a focus on work engagement, mediation and project work withdrawal. Findings indicated that managers of project must implement servant leadership style since it has significant influence on success of project. Furthermore, Shahbaz (2021), also supports the view that servant leadership has significant influence on performance of projects since it brings employee empowerment.

5. Conclusions and Recommendations

5.1 Conclusion

Based on findings herein examined the influence of servant leadership styles on performance of projects within World Vision Tanzania. The study concludes that there exists a substantial relationship between servant leadership style and performance of projects. Also, servant leadership demonstrated a strong positive correlation with performance of projects whereas employee motivation, teamwork, and personal development are positively influencing performance of projects.

Therefore, the findings offer valuable understanding on servant leadership styles as far as performance of projects within World Vision Tanzania is concerned. Servant leadership plays an important role in shaping project outcomes hence, project managers can use these findings to adopt servant leadership style to enhance performance of projects within World Vision Tanzania and beyond.

5.2 Recommendations

The research aimed to examine and bring insight on servant leadership style and performance of projects by World Vision, Arusha Region, United Republic of Tanzania. Even though this study filled some existing gaps, there are still some aspects that the research did not

cover therefore, those aspects need to be addressed in order to ensure effective performance of projects.

For example, the Contingency Theory emphasizes on the need to examine the environment and the number of employees, since they might impact significantly performance of projects. Therefore, it is important to investigate such aspects when looking at project management and its performance. Furthermore, Eltayeb *et al.* (2021), also points out that elements such as; technology, team diversity, risk, and culture may all have an impact on performance of projects. Therefore, it is important to analyse all factors to understand to what extent servant leadership contributes to performance of projects entirely.

On the other hand, this study was limited to World Vision Tanzania, hence, further studies can investigate various projects of various organisations and not limited to humanitarian aid projects. This would help in having a plethora of studies and knowledge on servant leadership style in project management.

5.3 Areas of Further Study

This study focused on factors such as value of employees and holistic approach as factors that influence servant leadership on performance of projects. However, there are several factors that influence servant leadership and performance of projects. For example, other factors include the satisfaction of the stakeholders of the projects. It is important to know whether other stakeholders such as governments, partners and donors were satisfied with servant leadership and the performance of projects.

Furthermore, this study focused on humanitarian projects within the humanitarian sector. Other studies can look into projects in various sectors such as; technological and construction sectors.

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