



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

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Abstract: Leadership is essential in project management because it fosters healthy communication and helps projects succeed. It is described as a method of encouraging others to achieve a common objective. This article examines how transformational leadership influences the effectiveness of World Vision projects in Arusha Region, Tanzania. The study used a mixed methods technique to collect relevant data and a convergent parallel design for data processing. The research had a sample of 103 project employees and 4 project managers as the respondents of the study. Qualitative data from interviews with project managers was reported narratively, while quantitative data from questionnaires was analysed using IBM SPSS Statistics 23. The findings demonstrated that transformational leadership has a relatively high influence on project performance, with several respondents having positive attitudes toward the leadership style. Generally, the research emphasized the importance of taking into account additional elements such as risk, team diversity, culture and technology when determining the complete impact of transformational leadership on performance of projects.

Keywords: Leadership, Project leadership styles, Transformational leadership style, Project management, Performance of projects.

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1. Introduction

Projects, large and small, are often conducted to develop new goods, enhance operations, or extend services. Effective leadership is essential to the success of any project, in addition to well-defined strategies and efficient execution. In modern times, good project execution is vital for firms to fulfil their strategic goals and maintain a competitive advantage. Smith, et al. (2018).

Leadership is vital for leading and inspiring project teams to collaborate toward a common goal. The leadership style used by project managers may have a

considerable impact on team dynamics, communication, decision-making processes, and, ultimately, project outcomes (Cross et al. 2020). Identifying how various leadership styles impact project performance is critical for organisations looking to optimise project management processes and increase 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.

In addition, it is noted that projects include a variety of stakeholders to carry out the numerous tasks that occur during the project process, including project managers, who primarily plan, communicate, monitor, coordinate, and lead the project Darkazanli (2013). That being said, leadership is one of the components necessary for a project's success since it is critical in project management and is linked to the general structure of any project.

Project leadership is vital to the project process. Fokina (2023) describes it as the art and science of leading a team to a successful project completion. This definition explains the importance of leadership for project staff and the overall influence it has on project management. Furthermore, project managers adopt a leadership style to direct their colleagues and motivate them to reach common goals. Unfortunately, certain leadership styles might do more harm than good in certain project scenarios. This is supported by Raziq et al. (2018), who argue that some leadership styles are not related with goal clarity and hence may contribute to project failure.

Project management and leadership should collaborate to ensure overall project success. Furthermore, Giri (2019) states that project managers must be able to lead people, which requires excellent leadership qualities. Both of these components require a focus on personnel, since developing leadership skills for project managers is vital. The most crucial project management leadership skills are: motivating and inspiring employees, communicating, persuading, listening, and team building.

On the other hand, the PMBOK guide (2017) stated that transformational leadership is essential in the project management discipline because it allows project managers to motivate and emphasize on positive development of the project team, which consequently results in increased output for a project. The most relevant leadership styles in project management are those outlined in the PMBOK guide (2017), which include servant leadership, transformational leadership, transactional leadership, charismatic leadership, interactional leadership, and laissez faire leadership. Each of these leadership types is essential for project management.

Africa has had its fair share of project failures. Okereke (2017) identifies several incidents of project failure across the continent. Their reasons of failure are in some way connected, pointing to poor leadership and leadership styles as a primary cause of project failure. Furthermore, the scholar notes that several projects in Africa have been delayed or even failed due to a lack of supervision, poor project planning, ignorance of project management skills, uncommitted employees, failure to ensure the availability of sufficient resources, and a poor relationship between the project manager and the employees. According to the findings of this study, some of the causes of project failure are associated with

leadership styles in project management. For example, the laissez faire leadership style is characterised by a lack of supervision (PMBOK guide (2017)), but the relational motivation of project staff is characterised by servant leadership (Zada et al., 2023). According to the trait theory, leadership styles are characteristics that project managers exhibit Fleenor (2015). As a result, the study demonstrates how poor leadership abilities and leadership style selection can contribute to project delays or failures.

Furthermore, Mary (2018) supports the argument that inadequate leadership is a major cause of project failure in Kenya. She claims in her research of Kitui, Eastern Kenya, that Compassion International launched 12 programs to relieve poverty in Kitui through development projects in several areas that the county was dealing with. The organisation supplied the required facilities and funding for the projects to be completed. However, 8% of the initiatives were cancelled, 20% fared poorly, 32% functioned moderately, and just 40% performed exceptionally.

Mary (2018), further states that, despite the availability of resources, these projects failed or performed badly due to the inadequate leadership abilities of the project managers in Kitui. Furthermore, Kariuki (2018) conducted research to investigate the impact of project managers' leadership styles on the execution of Kenyan water projects, and the findings revealed that, despite the importance of most projects, the majority of projects have no positive end results, resulting in poor performance in many nations, industries, and sectors. Based on the findings, the researcher proposed that project managers educate the project team. For example, project managers could interact with team members more by re-evaluating project assumptions, discovering alternate solutions to project difficulties, and developing new methods of carrying out project tasks. As a result, project managers should use modern technology to complete project tasks and maintain continual communication with the project team.

According to the empirical literature, the vast bulk of study in this topic has been conducted across the world. However, just a few research on the subject have been undertaken in Tanzania (Assenga, 2022). The researcher conducted study to determine the efficacy of leadership style on the growth of Tanzanian public organisations. Positive effects included increased efficiency and improved communication. This helped the group accomplish its objectives. According to the study, using multiple leadership styles is vital since it leads to improved performance, employee dedication, and teamwork, as well as increased performance value.

The fundamental research topic addressed in this study is that, despite the availability of key project prerequisites, projects continue to delay or perform poorly owing to inadequate leadership styles and overall project management. Despite the enormous quantity of studies

on leadership styles, Raziq et al. (2018) report a lack of consensus on the most effective technique for project success.

Stakeholders and beneficiaries of World Vision Tanzania programs in the Arusha region have expressed worry that project managers' management approaches may be to blame for their problems. These issues have prompted questions regarding whether the problems encountered by these initiatives may be linked to the leadership styles used. In response to this pressing issue, the primary goal of this comprehensive study was to thoroughly evaluate and analyse the impact of transformational leadership style on overall performance outcomes of World Vision projects implemented in the Arusha Region of the United Republic of Tanzania.

By exploring the intricate relationship between transformational 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. By investigating the complex relationship between transformational leadership style and project performance, this study

aimed to provide valuable insights that can inform and improve future project management practices at World Vision, ultimately working to improve the effectiveness and sustainability of regional development initiatives.

1.1 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 transformational leadership style while the dependent variable was performance of projects.

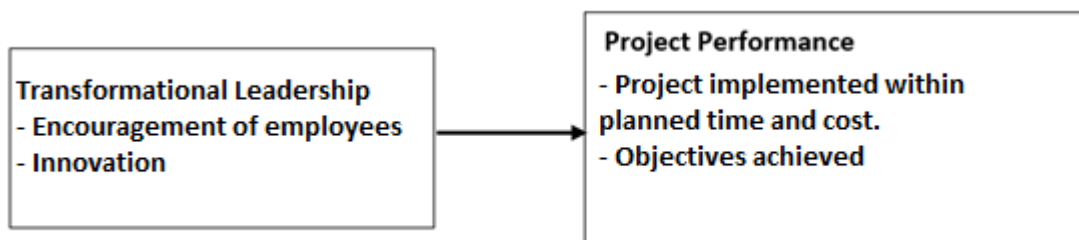


Figure 1: Conceptual Framework

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

1.2 Research Question

The research question guiding this study is as below:

How has transformational leadership influenced performance of projects?

2. Literature Review

As stated above, leadership is the process by which a person motivates others to accomplish an objective. Researchers have defined this word in a variety of ways. Armstrong (2020), for example, describes leadership as the ability to persuade people to take action. It is the practice of encouraging people to do their best in order to achieve a specific objective. The definitions vary, but

they all go in the same direction: leadership includes encouraging others to work towards a common goal. A project is an endeavor that combines a sequence of activities and resources, aiming to achieve a particular outcome while considering constraints like time, quality, and cost, and which generally introduces a change. Megh (2020). As a result, project leadership is leadership that is particular to the effective completion of project goals and objectives.

Furthermore, Armstrong (2020) felt that there were several forms of leadership traits, sometimes called as leadership styles or management styles. These are approaches that leaders utilise to demonstrate leadership while interacting with their staff. This section will evaluate the various leadership styles applicable to project management.

Additionally, 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 evaluate the influence of transformational leadership on performance of projects. The variables are performance of projects as the dependent variable and transformational leadership as the independent variable.

Transformational leadership entails changing the mind-set of a project team in order to improve their performance PMBOK (2017). Burns (1978) refers to this leadership style as "The Transforming Leadership." This means that the leadership style seeks to encourage and transform individuals to strive for greater goals.

There are several studies that have been carried out on transformational leadership and performance of projects. For example, a study by Ahmed (2017), sought to investigate the relationship between leadership, operational efficiency and project success in general, and the impact of Transformational Leadership style, and operational efficiency on project success, in particular. The findings of the study revealed that there is a positive association between Transformational Leadership Style and efficiency.

The studies also revealed that the relationship had a statistically significant influence on the project's success, according to the professor. The technique used in the study includes a mean comparison from descriptive statistics and multiple linear regression from inferential statistics to investigate the link between components and the impact of transformational leadership on operational efficiency. The study's shortcomings are mostly related to the distance travelled by the researcher to reach the target location.

Furthermore, teamwork is a dimension of transformational leadership and it is essential in ensuring that projects are successful. Several studies have been conducted regarding the importance of teamwork in project implementation. This is supported by Ali *et al.* (2021), project management demands the application of team-building tactics and teamwork. Ali's research sought to discover how transformational leadership effects project success. According to the study's findings, transformational leadership has a beneficial impact on project success. According to the researcher, team building practises serve as a bridge between Transformational Leadership Style and project success.

Falasi *et al.* (2018) states the benefits of transformational leadership in project management as: encouraging learning and stimulating innovation, establishing strong connections, serves as a positive impact, aids in the creation of motivation, and reduces staff turnover. All of the advantages are critical for project success. That being said, Poyraz (2021), states that transformational leadership is the most successful style because it allows followers to grow their potential, skills, and needs while also giving a high degree of job satisfaction through its characteristics, namely inspiring motivating, and idealised influence behaviours.

Furthermore, Ali *et al.* (2021) carried out research to determine the influence of transformational leadership style on project success. The quantitative research technique was used for this study, and the study findings indicated that the project manager's transformational style enhances performance of projects through team-building activities and team work quality.

The research suggests that transformational leadership improves teamwork quality in terms of communication, coordination, and cohesiveness in order to complete a successful project. However, the study had limitations, and the researchers proposed that future studies should incorporate demographics of the respondents, such as age, gender, and experience, as moderators. This will be employed in the study in order to fill that research gap.

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 is defined by Creswell (2023), as a way of gathering quantitative and qualitative data simultaneously and assessing them independently. Once quantitative and qualitative data was collected, the data was assessed separately. 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.

3.3 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 in order to come up with a sampling frame. Sampling of World Vision Tanzania 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 strata. As a result, a sample of respondents was picked using this method in order to find representatives from each sex of the employee.

3.4 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.

3.5 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.

3.6 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 strata. 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.

3.7 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 in order 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.

3.8 Questionnaire for Project Employees

This instrument contained four parts. Section A contained the demographic information of the employee which included; sex, age and level education. Section B contained statements on performance of projects and Section C contained statements on leadership styles.

3.9 Interview Guide for Project Managers

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

3.10 Data Analysis Procedures

The scale that was used in the research instruments is nominal such that it was 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 was Linear Regression model given by:

$$Y = A + BX \text{ where:}$$

Y is the dependent variable (Performance of Projects)

X is the independent variable (Transformational Leadership)

A is a constant value

B is the coefficient for **X**

4. Results and Discussion

This research aimed to establish the influence that transformational leadership had on performance of projects. Interview responses revealed that "Transformational leadership is highly effective when it comes to project management, it allows employees to feel motivated and appreciated."

The Transformational leadership data were also captured in Likert scale and the results are depicted in Table 1. All the assertions that the respondents were asked showed that average that was above neutral (3.0). The composite mean was 4.02 and 50% of the responses were above 4.0. This entails that participants were largely agreeing that the Transformational leadership was positively influencing the performance of projects.

Table 1: Likert Scale results: Transformational Leadership Scores

Scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Transformational Leadership	SA - 1	A - 2	DA - 4	SDA - 5	Mean
1. Project managers provided necessary assistance throughout the project process employees.	0.0%	2.2%	48.9%	37.8%	4.2
2. Employees gained personal development throughout the project process	0.0%	0.0%	51.1%	37.8%	4.3
3. Employees felt motivated to work throughout the project process.	0.0%	0.0%	51.1%	35.6%	4.2
4. There was a high level of job satisfaction	0.0%	4.4%	48.9%	24.4%	3.9
5. There was good communication between the project manager and the employees	0.0%	0.0%	57.8%	33.3%	4.2
6. There is sense of team work	4.4%	2.2%	60.0%	20.0%	3.9
7. There are strong connections that were formed within the project team.	2.2%	2.2%	55.6%	20.0%	3.9
8. There was low staff turnover	2.2%	11.1%	44.4%	15.6%	3.6
9. Project managers provide an opportunity for decision making processes.	0.0%	2.2%	46.7%	22.2%	3.9
10. Project managers encourage innovation in employees.	0.0%	2.2%	44.4%	26.7%	4.0

Composite Mean = 4.04

Table 1 illustrates that of 101 respondents, 2.2% agreed on the statement “Project managers provided necessary assistance throughout the project process employees” 11% were neutral, 48.9% disagreed and 37.8% strongly disagreed. The mean for this statement is 4.2 which is higher than the composite mean which is 4.04. This suggests that this claim has a positive influence on performance of project.

Second, on the statement “Employees gained personal development throughout the project process”, out of 101 respondents, 13.3% were neutral, 51.1% disagreed and 37.8% strongly disagreed. The mean for this statement is 4.3 higher than the composite mean which is 4.04. Thus, this suggests that this claim has a positive influence on performance of project.

Third, on the statement “Employees felt motivated to work throughout the project process”, out of 101 respondents, 13.3% were neutral, 51.1% disagreed and 35.6% strongly disagreed. The mean for this statement is 4.2 higher than the composite mean which is 4.04. Therefore, this shows that this claim has a positive influence on performance of project.

Additionally, on the statement “There was a high level of job satisfaction”, out of 101 respondents, 4.4 % agreed, 22.2% were neutral, 48.9% disagreed and 24.4% strongly disagreed. The mean for this statement is 3.9 lower than the composite mean which is 4.04. This suggests that the claim does not influence performance of projects.

On the statement “There was good communication between the project manager and the employees”, out of 101 respondents, 8.9% were neutral, 57.8% disagreed, 33.3% strongly disagreed. The mean for this statement is 4.2 higher than the composite mean which is 4.04. Therefore, this suggests that this claim has a positive influence on performance of project.

The statement “There is a sense of team work”, out of 101 respondents, 4.4% strongly agreed, 2.2% agreed, 13.3% were neutral, 60% disagreed and 20% strongly disagreed. The mean for this statement is 3.9 which is lower than the composite mean which is 4.04. Therefore, this suggests that the statement does not influence transformational leadership.

Moreover, on the statement “There are strong connections that were formed within the project team”, out of 101 respondents, 2.2% strongly agreed, 2.2% agreed, 20% were neutral, 55.6% disagreed and 20% strongly disagreed. The mean for this statement is 3.9 which is lower than the composite mean which is 4.04. This implies that the statement does not influence transformational leadership.

In addition, on the statement “There was low staff turnover”, out of 101 respondents, 2.2% strongly agreed, 11% agreed, 26.7% were neutral, 44% disagreed and 15.6% strongly disagreed. The mean for this statement is 3.6 which is lower than the composite mean which is 4.04. Therefore, this implies that the statement does not influence transformational leadership.

Furthermore, on the statement “Project managers provide an opportunity for decision making processes”, out of 101 respondents, 2.2% were in agreement, 28.9% maintained neutrality, 46.7% chose to disagree while 22.2 % disagreed in strong terms. The mean for this statement is 3.9 which is lower than the composite mean which is 4.04. Thus, this implies that the statement does not influence transformational leadership.

Lastly, on the statement “Project managers encourage innovation in employees”, out of 101 respondents, 2.2% agreed, 26.7% were neutral, 44.4% disagreed, 26.7% strongly disagreed. The mean for this statement is 4.04 which is equal to the composite mean which is 4.04. This implies that the statement influence transformational leadership positively.

When the regression and correlation analyses were performed on the performance of projects and Transformational Leadership style, the correlation results are shown in Table 2. There is strong and statistically significant correlation between the variables and the Pearson’s correlation coefficient of determination (R^2) is 0.960, $p < .001$. This indicated that about 97% of the performance of projects is influenced by Transformational Leadership style, if other factors remain constant.

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

Table 2: Correlation between Transformational Leadership on Performance of Projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.980 ^a	.960	.960	.1432	.960	2407.021	1	99	.000

a. Predictors: (Constant), TLSX2

The study measured the regression of performance of projects on Transformational Leadership. The results are illustrated in Table 3. Findings indicated that the

performance of projects on Transformational leadership is statistically significant ($p < .001$).

Table 3: Regression Coefficients^a for Performance of Projects on Transformational Leadership

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)	-.182	.083		-2.194	.031
	TLSX2	1.013	.021	.980	49.061	.000

a. Dependent Variable: PP(Y)

The regression model is

$$PP(Y) = -0.182 + 0.980TLS(X_2)$$

This implies that an improvement of Transformational leadership by one unit causes an improvement of 0.980 units in performance of projects, and the relationship is statistically significant ($p < 0.001$)

When the employees were interviewed, there were positive perceptions on the way they responded to transformational leadership style. Some respondents had the opinion that transformational leadership encouraged guidance. One respondent commented: For example, the respondent confirmed as follows;

Participant A: *“Project managers provide guidance for the employees so that they do not deviate from the main goals of the project.”*, July 31, 2023.

Other respondents had the view that transformational leadership style focuses on encouraging employees helps with performance of projects. For example, one respondent commented: Participant B: *“Giving words of encouragement and acknowledging the efforts of the employees plays a major role in motivating the employees.”*, July 31, 2023.

Other respondents were in the view that valuing employees is essential in performance of projects. The respondent commented that:

Participant C: *“Valuing employees helps them to value their work, and this consequently helps them to work diligently toward the goals and objectives of the projects”*, July 31, 2023.

Furthermore, other respondents were in the view that project managers should appreciate employees as this is a means of motivation. The respondent stated that:

Participant D: *“Showing appreciation over work, providing support whenever employees are not able to complete particular tasks”*, July 31, 2023.

Therefore, the findings of transformational leadership from the descriptive and inferential statistics correspond with the findings from the interviews.

Findings of the study revealed a composite mean of 4.04 of the participants were in agreement that transformational leadership style influences performance of projects. This is supported by the main statement, “Employees gained personal development throughout the project process” which had the highest mean of 4.3

where the respondents agreed with the statement. The statement “There was low staff turnover” had a mean of 3.6, with majority disagreeing. Overall, this reveals five statements had a mean that was lower than composite mean, whereas five statements had a mean higher than the composite mean. Therefore, this suggests that transformational leadership influences performance of projects.

The findings agreed with the findings in the studies in the literature review of this study. For example, a study conducted by Poyraz (2021), with the aim to investigate the underlying factors that make transformational leadership effective, revealed that indeed transformational leadership is effective. Also, the findings revealed that trust, job satisfaction, style of transformational leadership all had a substantially influenced performance of projects. Additionally, study findings demonstrated that trust and job satisfaction which are characteristics of the transformational leadership style, provided a link between transformational leadership and project successful execution of projects.

Furthermore, Ali *et al.* (2021), supports the findings of this study. The scholars investigated the impact of transformational leadership style on performance of projects support this view. Their findings suggest that this leadership style is associated with positive performance of projects through teamwork.

5. Conclusion and Recommendations

Based on the findings, we studied the impact of transformational leadership styles on project success at World Vision Tanzania. The study shows that there is a considerable association between transformational leadership style and project performance. In addition, transformational leadership revealed a high positive link with project success, whereas staff motivation, cooperation, and personal development all had a beneficial impact on project performance.

As a result, the findings provide useful insights on transformational leadership styles as they relate to project success at World Vision Tanzania. Transformational leadership has a crucial role in molding project results; thus, project managers may utilise these findings to adopt a transformational leadership style to improve project performance at World Vision Tanzania and elsewhere.

The study sought to analyse and provide insight into World Vision's transformational leadership style and project performance in the Arusha Region of the United Republic of Tanzania. Even though this study covered some existing gaps, there are several issues that the research did not cover, which must be addressed in order to assure project effectiveness.

For example, the Contingency Theory emphasises the need of examining the environment and the amount of people, since they can have a substantial influence on project success. As a result, while evaluating project management and performance, it is critical to include such factors. Furthermore, Eltayeb et al. (2021) state that aspects such as technology, team diversity, risk, and culture may all influence project performance. As a result, it is critical to examine all elements in order to determine how much transformational leadership contributes to overall project performance.

However, because this study was confined to World Vision Tanzania, future research can focus on diverse programs from many organisations rather than only humanitarian relief projects. This would aid in having a wealth of research and expertise on transformational leadership styles in project management.

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