

The Impact of Transformational Leadership Style on Project Success: An Empirical Study of Banking Projects in Ghana

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ABSTRACT: *This research examines the impact of transformational leadership style on strategic projects in large scale banks of Ghana. To achieve the objective of this study, primary data was obtained through questionnaires and administered to 125 employees in three banks. The data analysis shows that there is a strong positive relationship between transformational leadership and banking project success. The highest predictor to banking project success is inspirational motivation. This is followed by individual consideration, intellectual stimulation and idealized influence. The study concluded that project leaders (managers) in the banking sector can increase the probability of project success by implementing and ensuring an environment that permits the use of transformational leadership behaviors notably idealized influence, inspirational motivation, intellectual stimulation and individual consideration.*

Keywords: *Transformational Leadership, Project, Project Success, Leadership, Banking.*

I. INTRODUCTION

Project management forms the foundation of many economic activities. In industries as diverse as banking, projects drive business. Project management, thus, is seen as the process of making decisions and defining specific strategies and tactics to bring a project to success. According to the Project Management Institute [1], Projects are the organization's activities that cannot be carried out within the normal or routine activities in the organization or a transient effort to achieve an unparalleled output [2].

Large scale construction and engineering projects exert overwhelming influence over the subject of project management; however, project management is no longer just a tool for the construction or engineering firms. It is a form of management that is

used in a broad range of services, including banking, consulting and accounting among others. The main difference between project management in construction engineering industry and services is that the final product of services is not necessarily tangible [3].

The service industry of which banking is a part is one of the growing and important sectors in every economy, but, amidst this growth lies various challenges as far as leadership and project success are concerned. These challenges limit their benefits and impede them from achieving their strategic goals and this call for a critical look at leadership and project success. In addition, such challenges impeded projects from meeting their schedules and exceeded the budget which caused problems not meeting the desired quality expected from the project, and making a project such a failure[4],[5].

Leadership can affect many work related behaviors like employees attitude, motivation and performance which can affect the outcome of any project [6], [7]. Bass [6] and Stogdills [7] proposed that there are two major styles of leadership namely: transformational and transactional. Transactional leaders ensure that followers attain a predictable measure of performance by instilling them with their work requirements, recognize goals and letting them have the can-do spirit to achieve desired output as cited by Chiun et al [8]. Transformational leadership on the other is person oriented and brings desired changes in their followers. They are most of the time physically strong, enthusiastic, passionate and making sure that every member of the team succeeds. Past researches reveal that project success or failure is linked to the attitude of the employees, their work manners, motivation and performance and transformational

leadership is positively correlated with all these attributes of the employees [9].

Despite the abundance of research exploring the relationship between leadership style and job satisfaction, relatively little attention has been paid to leadership styles and project success in the banking sector of Ghana. However, employees' (project team members) at every level form impressions about whether they are valued and respected from important signals that come from the environment particularly from the leaders directly above them [10,11].

This provides a significant research gap, so, there is the need for this study to unearth the impacts of transformational leadership style on project success in the banking sector. Banking plays a crucial role in the economy of any country. Banks deal with almost all the economic activities of a country. Developing country like Ghana can use her financial resources efficiently by operating the banks efficiently through leadership/management. Little researches were carried out on the impact of the leadership styles on banking project success.

In view of the above discussions, the following research questions are posed: What is the impact of transformational leadership style on project success in the banking sector of Ghana? And which dimension of the transformational leadership style strongly influence project success in the banking sector of Ghana. The key objective of this study is to investigate how one main leadership style (i.e. transformational leadership) utilizes the project teams and contribute to the success of projects in the banking sector of Ghana. Specifically, the research examines the impact of the four dimensions of transformational leadership styles namely; idealized influence, inspirational motivation, intellectual stimulation and individual consideration on project success. The study would provide guidelines by which project success can be enhanced through appropriate exhibition of transformational leadership style in the service industry specifically the banking sector of Ghana.

II. THEORETICAL BACKGROUND

According to Prabhakar [12], leadership is defined in many ways, but, all the definitions have the following in common; the fact that leadership is a process that

influences individuals and groups, concern with facilitating the performance of tasks of teams or groups and focuses on setting and achieving goals and objectives.

Turner and Muller [13, 14], have studied the impact of project leaders and their leadership style on project success. In their works, it can be deduced that, the studies conducted over the years on the factors of project success have not paid attention to the project leader or manager and his or her style of leadership and competence for project success. The cause of this situation has been attributed to the fact that most of the studies request the project leaders' opinion rather than their own impact on the success of projects. Or it can be because the project manager has no direct impact on project success which in any case is contrary to the general literature of management which asserts that the leadership style and competence of the manager has a direct and measurable influence on the performance of an organization.

Ammeter & Dukerich [15]; Smith [16]; Sutcliffe [17] asserted that a qualified project manager is usually regarded as having impact on project success. Researches have also showed that effective and efficient management of employees leads to project success more than technical elements [18]. According to a research carried out by Prabhakar [12], transformational leadership is linked to project success. To Prabhakar, the transformational leadership style of being an example to a team and person oriented is directly linked to the success of projects. He also put out that transformational leaders who enlivens and motivates their team members by challenging them have a high probability of project success. This conclusion has also been arrived at and reported by Avolio and Bass [19].

According to Bass [20], transformational leadership style leads to the arousing of the team's spirit while vigor and positive thinking are showed. It could then be deduced that there is a high relationship between transformational leadership and project success. Stogdill [7] and Bass [6] proposed two types of leadership namely; transformational and transactional leadership styles. Transformational leadership emphasizes the relationship between the employees' efforts and goal achievement by creating a greater degree of personal commitment on the part of both

leaders and followers for the achievement of a common vision, mission and goals of the organization [21]. Transformational leadership is about motivating employee to perform beyond expectation by appealing to their ideals and values, building trust, admiration and respect. According to Bass [20], there are four facets of transformational leadership: charismatic (charisma and idealized influence), inspirational motivation, intellectual stimulation and individualized considerations which are related to each other.

The idealized influence dimension ensures that the vision and mission of an organization is made known and internalized by the followers. They hold on to the assertion that leaders influence their followers when they live an exemplary life. The trust of such leaders is won by their way of life. They value the needs of their followers more than their own, they are sacrificial leaders [23]; [6].

As the name suggests, inspirational motivation leaders inspire and highly motivates the firm or business unit as a whole by using words that appeals to their emotions and bringing the best out of its followers (see for example, Rafferty and Griffin [24] and Popper et al [25]). This type of leader builds the

organizational morale by making the followers share in the organization’s culture [23]. Intellectual stimulation refers to the dimension which inspires the followers to be creators and innovators, hence the employees can critique why something is done in a certain way and not the other way. For individualized consideration, the leaders perform the role of trusted counselors or teachers to their team members or followers.

Each follower is uniquely treated based on his or her skills and knowledge base. According to Bass [6], transformational leadership entails three steps: (1) Elevating followers’ awareness of the task and its importance and value (2) Making them transcend their self-interest for the sake of achieving organizational goals (3) At the same time, activating their higher-level needs of self-esteem and self-actualization needs.

For the purpose of this research, leadership styles will be conceptualized as possibly being related to project success. The conceptual framework for this research is shown in figure 2.1:

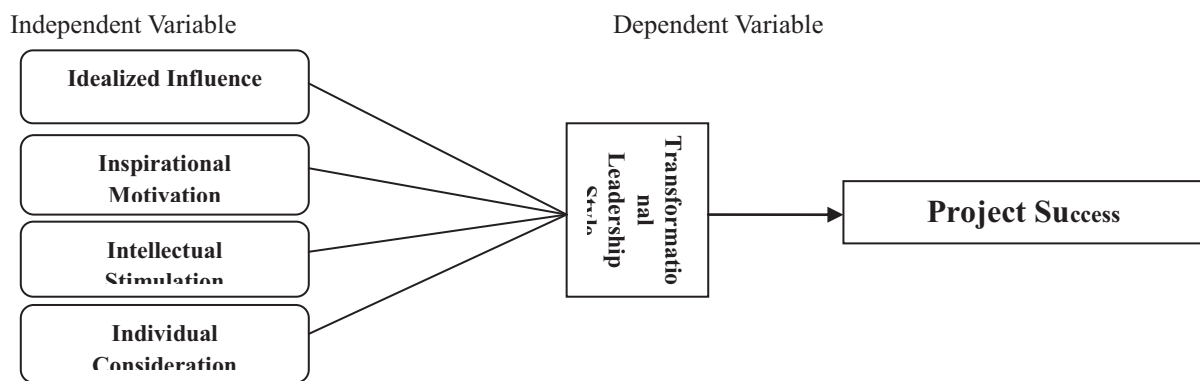


Figure 2.1 Conceptual Model

Transformational leadership can be seen at various sections of a company, be it within employees’ groups or divisions of an organization. Transformational leaders are vision-driven, courageous, think tanks and like taking risks.

A. PROJECT SUCCESS

According to Lim & Mohammed [25], two

distinctions must be taking into consideration before answering what project success is made up of. The first distinction is the difference that exists between project success and project management success. Project success is measured against the general objective of the project, whereas project management success is measured by using the well-known measures like time, cost and performance. The second distinction is the

difference between project success criteria and project success factors. Whilst project success criteria are the measures by which the project is evaluated to determine its failure or success [27]. To Terry [26], project success factors are the inputs to the management system that lead to the success of the project either directly or indirectly.

B. PROJECT SUCCESS CRITERIA

For a long time in the literature of project success, the iron triangle (cost, time and quality) has been the measuring tool for assessing project success. However, the iron triangle as success criteria focuses only on the delivery stage of a project ignoring the other stages. The success of a project in line with cost, time and quality does not mean that the other stakeholders like customers, sponsors among others view has been taking into consideration [29]. Atkinson [27] argued that even though project management as a discipline is evolving and developing by learning from previous mistakes and by adopting best practices, there is still no defined set of project success criteria. Other researchers suggested that only time and budget are the most relevant criteria for project success.

To researchers like Baker, Murphy and Fisher [28], project success is an issue of intuition or conscious understanding detected by the five senses and not necessarily understood. However, a project is said to be successful most of the time when the various stakeholders of a particular project are satisfied and the technical requirements are met.

Many researchers like Wateridge, DeWit, Turner, Morris and Hough, McCoy, Pinto & Slevin, Saarinen, and Ballantine agreed that the iron triangle should be used as success criteria, but not exclusively. Other temporary measures as well should be used to measure whether the project is following a predetermined plan [27]. Also, using the iron triangle is not wrong per se, however, it is lacking accuracy in measuring the project management success of the twenty-first century.

It could not include the views of major stakeholders like the customers, sponsors or even the organization as a whole and in order to overcome this deficiency, the iron triangle must incorporate a new dimension that measure the final

product or its benefits to the end users and other stakeholders. The new structure is called the Square Route Project Success Criteria that measures project success in terms of cost, time, and quality information system, benefits according to the stakeholders like the project manager, top manager, custom/clients and team members [27].

C. PROJECT SUCCESS FACTORS

Pinto and Slevin [29] carried out a research on 159 R&D projects to understand the factors that are critical to the success of those projects. In their research, they realized that critical success factors changes throughout the life cycle of a project. At each particular stage of the project be it the defining, planning, executing and closing stages, there are new sets of factors that are most critical for the success of the project. From the research of Pinto and Slevin there are two groups of critical success factors. One group is under the control of the project manager and the other group is out of the control of the project manager.

The group that are under the control of the project manager interact with each other differently in each stage of the project life cycle.

These factors are:

- project mission- clear goals and directions,
- Top management support- summaries in providing the necessary resources and the delegation of power/authority to the project manager
- A detailed specification of the tasks and the sequence of activities needed for project success, Client consultation – particularly at the initial stages of the project life cycle
- Selection of the project team members,
- Availability of technology and expertise to complete the required tasks and technical actions, Client acceptance and the act of selling the final product to its end users
- Monitoring, control, feedback throughout the project implementation phase
- Communication among all the project stakeholders
- Readiness to handle the unexpected crisis and project deviation from the pre-determined plans [29].

For the second factors which are not under the control of the project manager, Pinto and Slevin opined that there are four critical factors. These are: (1) Characteristics and competencies of the project team leader – administrative, interpersonal and technical skills in addition to the authority given to the team leader to perform the assigned duties, (2) Politics and power within the organization, conflict of self-interest with project success and the goals of the organization from the project, (3) Influence of the external environmental factors, (4) Sense of urgency regarding the importance of a project and the need to implement the project as soon as possible [29].

In the same research by Pinto and Slevin [29], four stage life cycle was considered and to support their assertion that different factors are critical for the success of a project at each stage of the project, their findings revealed that the first stage of the project (defining or conceptual stage), the most critical success factors are project mission, client consultation, selection of the project team members and the sense of the projects significance, (2) At the second stage (planning stage), project mission planning and scheduling, external environmental factors and monitoring, control and feedback are very critical success factors.

In the third stage (executing stage), project mission, top management support and technical competence and availability are critical success factors. In the final stage (closing or termination stage), the critical success factors are project mission, planning and schedule, project team member selection, technical tasks and client acceptance.

III. RESEARCH METHODOLOGY

A. POPULATION, SAMPLE AND SAMPLING TECHNIQUE

The banking industry was considered for this study because of the frequent interaction among leaders and employees clearly depicting the influence of that bank leader's leadership style on the employees. The population is made up of all the employees in the bank. Through a simple random sampling technique, 3 banks namely: Standard Chartered Bank, Ecobank and UT bank were

chosen. 125 questionnaires were distributed in the selected banks but 100 were correctly filled and used for the analysis, thus, a response rate of 80%.

B. RESEARCH INSTRUMENT

Two research instruments were used in this research to collect the data. These are the short version of the Multifactor Leadership Questionnaire (MLQ 5x Short) by Bernard Bass and Bruce Avolio [33]. The variables in the MLQ are the independent variables and the Project Implementation Profile (PIP) for measuring project success by Pinto and Slevin [29] is the dependent variable. The MLQ was used because it is the most widely used and reliable instrument for measuring transformational leadership [31].

20 statements of MLQ 5x Short were used to assess the transformational leadership dimensions. 8 items for idealized influence, 4 items for inspirational motivation, 4 items for intellectual stimulation and 4 items for individualized consideration were employed in this study.

A 5 point Likert scale is used to rate the observed leadership behavior of the leaders (managers) and it bears a magnitude estimation based on 0:1:2:3:4 [33]. The rating scale for the leadership items are: 1=Not at all, 2=Once in a while, 3=Sometimes, 4=Fairly Often, 5=frequently if not always.

The PIP which is the second questionnaire that was used has 12 critical success factors (CSFs) that were found to be necessary for the success in projects implementation. The PIP can be used in any stage of the project.

The CSFs used in the questionnaire are: (1) Project Mission, (2) Top Management Support, (3) Project Schedule/Plan, (4) Client Consultation, (5) Personnel-Necessary, (6) Technical Tasks, (7) Client Acceptance, (8) Monitoring & Feedback, (9) Communication, (10) Troubleshooting [32]. The Critical Success Factors of the PIP has been measured using a set of statements. The rating scale for each statement is a 7 Point Likert scale beginning from 1=Strongly Disagree, 2=Disagree, 3=Quite Agree, 4= Neutral, 5= Quite Agree, 6=Agree and 7=Strongly Agree [32].

The questionnaire which has been used and described above for this research consists of survey. Both the letter and the questionnaire were subject to much effort to make the questionnaire appealing to the respondents. (a) General questions: These include questions concerning socio-demographic information of respondents such as Gender, Age, and level of education, experience and position. (a) Specific questions: The questions in this section have been considered to investigate and examine the views of respondents about the research questions with the Likert scale

C. DATA ANALYSIS

The Statistical Package for Social Sciences (SPSS), version 16 software and Excel were used to carry out the analysis to achieve the objective of this research. The questionnaires were edited, coded and entered into the software where reliability test, factor analysis and multiple regression were carried out to establish relationships between variables.

IV. RESULTS AND DISCUSSION

A. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Table 4.1 reveals that majority of the respondents are project team members 49 (49%). 12 (12%) are unit/group managers. 10 (10%) are senior or top managers. 12 (12%) project managers, 10% educators and 7% are project management consultants. In terms of gender, majority of the respondents constituting 57% are females and 43% are males.

For qualification, majority of the respondents, 65% are bachelor’s degree holders, followed by 28% holding their master’s degree and 7% holders of Higher National Diploma (HND). For age of the respondents, 56% are within the age of 21-30, 35% between the age of 31- 40 and 9% are 41 and above years old.

general and specific questions and an attached letter. The letter describes the purpose of the

Table 4.1 Descriptive Statistics of Respondents

| Characteristics | Items | Frequency | Percentages |
|-----------------|----------------------|-----------|-------------|
| | Project manager | 12 | 12 |
| | Unit / Group manager | 12 | 12 |
| | Project team member | 49 | 49 |
| Position | Senior / top manager | 10 | 10 |
| | Educator/ Trainer | 10 | 10 |
| | PM consultant | 7 | 7 |
| | Male | 43 | 43 |
| Gender | Female | 57 | 57 |
| | Master’s Degree | 28 | 28 |
| | Bachelor’s Degree | 65 | 65 |
| Qualification | HND | 7 | 7 |
| | Others | 0 | 0 |
| | 20 and below | 0 | 0 |
| Age | 21-30 | 56 | 56 |
| | 31-40 | 35 | 35 |
| | 41 and above | 9 | 9 |

Source: Survey Data 2014

B. CRONBACH ALPHA TEST

The internal consistency reliability is used to measure the reliability of the research instruments. Table 5.6 below gives the summary of the reliability test results for the entire scale. It can be inferred that all the data are highly reliable since they all have a Cronbach alpha value above 0.8.

This shows that it is appropriate for factor analysis to be carried out.

Table 4. 2 Summary of Cronbach Alpha (α) reliability test for each variable

| Sr # | Leadership Styles | Ghana |
|------|-------------------------------|-------|
| A | Idealized influence behaviour | 0.89 |
| B | Inspirational motivation | 0.896 |
| C | Intellectual stimulation | 0.895 |
| D | Individualized consideration | 0.878 |
| P | Project success | 0.926 |

Source: Survey Data, 2014

C. FACTOR ANALYSIS

Factor analysis ensures that the researcher is able to condense a large set of variables or scale items to a smaller, manageable number of dimensions or factors. This is done by SPSS summarizing the underlying patterns of correlation and search for “clumps” or factors of closely related items that best measures the construct [33].

The factor analysis output is mainly a number of factors that represents the measures and the factor loadings of any of the variables on the resultant factor. For the factor loadings of this study, any value less than 0.3 is suppressed and the variable associated with that factor loading is excluded from the rest of the variables. Table 4.3 below shows the summary of the factors for the independent variables and their accompanied factor loadings.

No items were excluded from the rest of the group in the rotated matrix since no factor loading was less than 0.3 as could be seen in table 4.4. All the variables are loaded in one component or the other; this shows that the variables are usable for this research and clearly showing a positive effect of factor analysis with the possibility of having effective result.

Table 4. 3 Summary of the factors and the factor loadings for each independent variable

| Name of Factors | Associated Factor Loadings |
|---|----------------------------|
| Idealized influence behavior (Factor 1) | A1,A2,A3,A4,A5,A6,A7,A8 |
| Inspirational motivation (Factor 2) | B1,B2,B3,B4 |
| Intellectual stimulation (Factor 3) | C1,C2,C3,C4 |
| Individualized consideration (Factor 4) | D1,D2,D3,D4 |

Source: Survey Data, 2014

Table 4.4 Rotated Component Matrix for the independent variables for banking projects

| Name of factors | Component | | | |
|----------------------------------|-----------|-----|------|------|
| | 1 | 2 | 3 | 4 |
| Idealized –A1 | 0.76 | | | |
| Idealized- A2 | 0.83 | | | |
| Idealized –A3 | 0.71 | | | |
| Idealized- A4 | 0.54 | | | |
| Idealized –A5 | 0.59 | | | |
| Idealized –A6 | 0.77 | | | |
| Idealized- A7 | 0.81 | | | |
| Idealized –A8 | 0.74 | | | |
| Inspirational motivation –B1 | | 0.6 | | |
| Inspirational motivation –B2 | | 0.6 | | |
| Inspirational motivation –B3 | | 0.6 | | |
| Inspirational motivation –B4 | | 0.6 | | |
| Intellectual simulation –C1 | | | 0.6 | |
| Intellectual simulation –C2 | | | 0.68 | |
| Intellectual simulation –C3 | | | 0.73 | |
| Intellectual simulation –C4 | | | 0.8 | |
| Individualized consideration –D1 | | | | 0.68 |
| Individualized consideration –D2 | | | | 0.79 |
| Individualized consideration –D3 | | | | 0.77 |
| Individualized consideration –D4 | | | | 0.73 |

Source: Survey Data, 2014

D. REGRESSION ANALYSIS

Regression analysis explores the relationship among variables, particularly where there is the need to examine how well a set of variables (independent variable) is able to predict an outcome (dependent variable). In this research, stepwise regression is applied between the dependent variable which is project success and the four independent factors obtained by the factor analysis in tables 4.3,4. The dependent variable (project success) is obtained through the transformation and computation of all the 12 items or elements for measuring project success into a single variable using SPSS.

Table 4.5 Model Summary for dependent variable

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .591a | 0.349 | 0.322 | 7.46138 |

a. Predictors: (Constant), Individualized Consideration, Individualized Influence, Intellectual Motivation, Intellectual Stimulation

Table 4.6 ANOVA Model Summary for dependent variable

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------|
| 1 | Regression | 2839.14 | 4 | 709.78 | 12.75 | .000a |
| | Residual | 5288.87 | 95 | 55.672 | | |
| | Total | 8128 | 99 | | | |

- a. Predictors: (Constant), Individualized Consideration, Individualized Influence, Intellectual Motivation, Intellectual Stimulation.
- b. Dependent Variable: Project Success.

Table 4.7 Regression Analysis and Coefficients for Dependent Variable

| TL DIMENSIONS | PROJECT SUCCESS | | | |
|---------------|-----------------|------|-------|-------|
| | GHANA | | | |
| IM | 2.026 | | | |
| II | | 1.44 | | |
| IS | | | 1.482 | |
| IC | | | | 1.607 |
| Constant | 37.24 | 38.9 | 38.75 | 37.43 |
| Observation | 100 | 100 | 100 | 100 |
| R-Squared | 0.226 | 0.18 | 0.226 | 0.314 |
| St. Error | 0.36 | 0.32 | 0.277 | 0.24 |
| Sig. Value | 0 | 0 | 0 | 0 |

Source: Survey Data, 2014

Table 4.5 and 4.6 displays the results of the regression model summary and ANOVA of the four independent variables together with the dependent variable. It can be seen that $R=.591$ showing that there is a strong positive correlation between transformational leadership and banking project success in Ghana. This is because the regression model selected can predict about 59% of the variance dependent variable (project success). $R^2=.349$ shows the change in dependent variable due to independent variable. The R^2 value shows that 34.9% of the change in project success is due to the dimensions of transformational leadership and the rest can be attributed to other factors. The F-test for the regression model is 12.749, which is greater than 1. This means that the chosen regression model is better than using the mean model. Since the value of the F-test is greater 1 with a significant value of .000 ($p=.000$), it can be said here also that there is a significant relationship between project success and all the four dimensions of

transformational leadership style and the probability of this result occurring by change is .000 ($p=.000<.05$). The general assumption here is that the model significantly helps to predict the outcome variable.

From table 4.7, all the four dimensions of the transformational leadership were used in the regression model one by one to determine the contribution of each on project success, since all of them have significant impact ($p=.000<.05$) on the regression model as well as the outcome (project success).

These dimensions are: Inspirational Motivation; Idealized Influence; Intellectual stimulation; and Individual consideration. From the table 4.7, the highest predictor to project success in Ghana is Inspirational Motivation with β value of 2.026 ($\beta=2.026$), with $R^2=.226$ and a significant value of .000 ($p=0.000$). This is followed by Individual Consideration with β value of 1.607 ($\beta=1.607$), with $R^2=.314$ and a significant value of .000 ($p=.000$) and Intellectual Stimulation has a β value of 1.482 ($\beta=1.482$) and $R^2=.226$ with Idealized Influence having a β value of 1.436 and an R^2 value of 0.176 ($R^2=.176$) with a significant value of 0.000 ($p=.000<.05$).

E. DISCUSSION

The findings of this research reveal that inspirational motivation and idealized consideration leadership dimensions have great impacts on project success. Inspirational Motivation has to do with the motivation of a company or institution as a unit and inspiring them through the use of emotional words and inspirational talks to make the employees look beyond their self-interest and work for the interest of the organization (see for example, Rafferty and Griffin [23] and Popper et al [24]).

This leader boosts the morale of an organization by making the culture of any organization known and appreciated by the followers [22]. The findings in this research agree with the results of Pinto and Slevin [29] on the factors that contribute to project success. This shows that leaders (managers) in the banking industry of Ghana should pay more attention to these leadership dimensions to increase

the probability of success of the numerous projects that it undertakes. By so doing, the stakeholders of banking projects will be satisfied since their expectations would be met, thereby ensuring the efficiency and reliability of the banking industry.

V. CONCLUSION

The banking industry is receiving an increasing attention throughout the world especially in Ghana. This could be attributed to the major roles the banking sector plays in the growth and development of an economy in the 21st Century. The banking industry is the financial hub of the economy of Ghana, as such; the industry is faced with lots of projects to meet the demands of its numerous clients. Some of these projects include the establishment of new branches, the innovation of new products and ideas in the fields of e-banking among others. Despite the upsurge in banking projects, little could be said about the success of most of those projects. This could be attributed to the risks associated with banking projects and the inability of the project leaders (managers) to complete the project on time, scope and budget for the benefit of all stakeholders.

To answer the research question 1, the findings obtained from the empirical analysis show that banking project success depends largely on transformational leadership style. 59% of banking project success is dependent on Transformational leadership style ($R=.59$ and $p=.000<.05$). With regards to research question 2, the findings revealed that banking project success depends largely on the project leader's (manager's) application of inspirational motivation leadership dimension of transformational leadership style. This dimension is strongly linked to project success even though the other dimensions notably idealized influence; intellectual stimulation and individual consideration also have significant contribution to banking project success in Ghana.

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