



COLLEGE OF BUSINESS AND ECONOMICS

Effect of Transformation Leadership on Project Performance

A Case of the Sponsorship project at Africa New Life Ministries

(2015-2019)

**A thesis to be submitted in partial fulfillment of the requirements for the award of the
degree of master of business administration at university of Rwanda**

By

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DECLARATION

I, **UMUGANWA Delphine**, do declare that this research is my original work and has not been presented by any other person for a degree or any other academic award in any institution of higher learning, college or university.

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25th May, 2021

APPROVAL

I confirm that the work reported in this research was carried out by the candidate under my supervision and has been submitted with my approval.

Name

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Signature

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Date

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DEDICATION

I dedicate this piece of work to my dear husband Ruzigana Indahemuka Boris and my children for their moral and financial support. Thank you for being very wonderful people to me.

ACKNOWLEDGEMENT

First, glory be to God for having helped and guided me to accomplish this work in the scheduled time. I owe gratitude to my lovely husband for his constant moral and financial sacrifice he endured.

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ABSTRACT

The term transformational leadership can be defined as a strategy that can change and improve the lives of people. Leadership can affect many work-related behaviors like employee's attitude, motivation and performance which can affect the performance of any project. This study was guided by the objectives such as to assess the degree to which team members can affect the performance of a project at Africa New Life Ministries, to examine the extent to which transformative leadership impacts behavior of leaders and their subordinates at ANLM and to explore the relationship between transformational leadership and project performance at Africa New Life Ministries. The study used a cross-sectional research design, which entails analyzing data that is collected from respondents at a specific point in time. A quantitative research approach was used because it eases the application of statistical tests in making statements about data since the data was expressed in numbers and therefore easy to run descriptive statistics, regression analysis, correlations, and frequency counts among others. The sample of 103 respondents was selected from the sponsorship project at Africa New Life Ministries using a probability method called simple random sampling. This method of sampling was used since it gives every respondent an equal chance of being selected and also avoids bias. The data that was collected was first edited for uniformity, precision, wholeness, consistency and was later arranged to enable tabulation coding before the final analysis. SPSS version 16.0 was therefore used to make analyze and interpret results. Descriptive tools such as frequencies, percentage, means and standard deviation was used to analyze some variables. Furthermore, multiple linear regressions were used to examine the relationship between the dependent variables and the set of independent variables at 5% level of confidence. The average mean is 4.0 which is strong and needs to be in very strong level and standard deviation of 0.3744 that showed the respondents' homogeneity of perception. The result also showed that the average mean is 4.0 which is strong and needs to be improved in very strong level and standard deviation of 0.5561 that showed the respondents' homogeneity of perception and the regression results in Table 4.8 show a statistically significant positive relationship between idealized influence, intellectual stimulation, inspirational motivation and project performance at 5 percent level of significance since the p-values are less than 0.05. This made a researcher to confirm H_0 : by saying that there is a significant association between transformational leadership and project performance in ANLM and reject H_1 : by saying that there is no significant association between transformational leadership and project performance in ANLM.

Keywords: *Transformation Leadership, Project Performance*

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This research aimed at examining the effect of transformation leadership on project performance in Rwanda with a case study of Africa New Life Ministries. This chapter one consists of the background, problem statement, general objective, specific objectives, hypotheses, significance, scope and limitations.

1.1 Background of the study

Over the past 20 years when transformational leadership began to be used in different organizations around the world, many scholars have revealed that it can produce results beyond the ordinary (Wang et al. 2011). According to Aga et al. (2016), the term transformational leadership can be defined as a strategy that can change and improve the lives of people. In stead of using completely inflexible style of leadership in this modern society, managers or any kind of leaders need to embrace to a more receptive and up to date approach to leadership so as to have a positive influence on the staff and organization at large (Braun et al. 2013). The role of leadership in the project completion and success cannot be under estimated especially for large projects (Galloway & Haniff, 2015). Currently, organizations are more concerned to comprehend, improve, enlarge, advance and progress the management abilities of their leaders. Leadership has altered methods but a strategy that can change and improve the lives of people is well-thought-out to be the up to date approach or strategy.

Globally, crucial measures on how transformational leadership makes it possible for projects to succeed have not been explored and document by many scholars (Doeleman and Ahaus, 2012). However, it has been revealed that transformational leadership influences the attitude at work and thus leading to project accomplishment (Aga et al. 2016). Therefore there is need for more examination on the influence of transformational leadership on the success of a given project using a given moderating variable (Gundersen et al. 2012). It is also emphasised that transformational leadership motivates and encourages subordinates to carry out their duties beyond their abilities thus creating a healthy working relationship in an organization (Sohmen, 2013). Managers with a strategy that can change and improve the lives of people are capable of creating

a good atmosphere for employees with an organization and creating high chances for projects to be successful (Aga et al. 2016).

In Africa, the manner in which a leader operates has a positive effect on the transformational leadership he or she embraces to become one of the key success indicators (Anantatmula, 2010; Yang et al. 2011). Preliminary research shows that transformational leadership indeed has an extraordinary impact on the completion of a given project, how little has been explored in line with the vital techniques used while applying these two concepts of transformational leadership and project achievement (Joslin & Müller, 2015; Yang et al. 2011). It is clear from empirical evidence that the character of the leader of manager of a given project has key contribution in the success of a project (Zwikaël & Unger-Aviram, 2010).

In the republic of Rwanda, Africa New Life Ministries which is one of the non-government organizations in Rwanda uses a transformational leadership approach in carrying out its project activities (ANLM, 2019). This approach has enabled the organization to sponsor more than 10,000 students (ANLM, 2019). Furthermore, Africa New Life Ministries also introduced a unique new sponsorship project in Karangazi District, a country-side District in the north part of the republic of Rwanda. Additionally, over 57 senior pastors recently completed the first ever ACT mobile program which is part of the Africa College of Theology to equip them with knowledge to handle the 21st century challenges with key training on homiletics, discipleship, and more (ANLM, 2019).

1.2 Problem Statement

For any project to succeed there is one thing that should never be underestimated and that is operative leadership. Leadership can affect many work related behaviors like employee's attitude, motivation and performance which can affect the performance of any project. Transformational leadership is seen when a person is oriented and brings desired changes in their sub-ordinates. They are most of the time physically strong, enthusiastic, and passionate and making sure that every member of the team succeeds. However, although there are a number of researchers such as Anantatmula (2010), Yang, Huang & Wu (2011) and Galloway & Haniff (2015) have looked at the vital influence of transformational leadership on the ability of a given project to succeed. Very few researchers have focussed on the factors that influence adoption of

transformational leadership with focus on intellectual stimulation, individual consideration, idealized influence and inspirational motivation together with mediating role of team members in attaining success on a project. In the literature the previous researchers have never talk about physical strong; enthusiastic passionate which make every member of the team to succeed and the success of the team provides the project performance. The lake of indicators mentioned above constitutes a gap in project performance of African New Life. Therefore the contribution of this study is to close this gap by assessing the effect of transformational leadership on project performance in Rwanda with a case study of Africa New Life Ministries.

1.3 Objectives of the Study

1.3.1 Main Objective

To assess the effect of transformational leadership on project performance in Rwanda with a case study of Africa New Life Ministries.

1.3.2 Specific Objectives

1. To assess the degree to which team members can affect the performance of a project at Africa New Life Ministries
2. To examine the extent to which transformative leadership impacts behavior of leaders and their sub-ordinates at ANLM.
3. To explore the relationship between transformational leadership and project performance at Africa New Life Ministries.

1.4 Research Questions

1. To what degree do team members affect the performance of a project at Africa New Life Ministries?
2. To what extent does transformative leadership impact behavior of leaders and their sub-ordinates at ANLM?
3. Is there the relationship between transformational leadership and project performance at Africa New Life Ministries?

1.5 Hypothesis

H₀: There is a significant association between transformational leadership and project performance in ANLM.

H₁: There is no significant association between transformational leadership and project performance in ANLM.

1.6 Scope of the Study

1.6.1 Content Scope

This study mainly looked at the effect of transformational leadership on project performance in Africa New Life Ministries. It further established the relationship between idealized influence, intellectual stimulation, inspirational motivation, individual consideration and project performance.

1.6.2 Geographical Scope

The study was carried out at Africa New Life Ministries (ANLM) in Kigali Rwanda. According to anecdotal pieces of evidence, the organization is recognized as one of the best non-government organizations in Rwanda characterized by use of a transformational approach.

1.6.3 Time Scope

The study was a cross-sectional research design, which entails analyzing data that was collected from respondents at a specific point in time and this study covered a period of 5 years from 2015 to 2019.

1.7 Significance of the Study

- i) This research will be of prime benefit to the management and staff of Africa New Life Ministries (ANLM) in Kigali, Rwanda and the entire Republic of Rwanda, since it will enable it to identify and understand the importance of transformational leadership in implementation of any given project.
- ii) The study findings will also assist Africa New Life Ministries (ANLM) in Kigali, Rwanda in improving their fulfillment to donor requirements while implementing any given project and thus improve their capability to attract more funding.
- iii) The results of this research will serve as an energizing and stepping stone for future researchers by proposing areas where further studies need to be carried out on the same or similar topics.

1.8 Limitations of the Study

1. Bureaucracy; It was immeasurably hard to meet the respondents at Africa new life ministries since they spend most of their time going about their responsibilities. Therefore, this may have limited the researcher's time to interview them so as to obtain the required information. However, this was minimized by making prior appointments with the relevant respondents before actually meeting them.
2. Financial Constraint; the researcher faced a financial deficit in terms of transport, stationery and airtime cost. This however was minimized by use of cost- benefit analysis whereby costs were minimized as much as possible at the expense of obtaining benefits.
3. Slow Response; the researcher found it hard to interact freely with the respondents because the majority may be very reluctant and unwilling to give all the information for the study purpose. This was minimized by the researcher by being patient and friendly to the respondents and also clearly outlining the objectives of the study.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

This section presents a review of existing literature on the study to assess the relationship between transformational leadership and project performance.

2.1 Theoretical Review

2.1.1 Transformational leadership theory

Creating high-performance workforce has become increasingly important and to do so business leaders must be able to inspire organizational members to go beyond their task requirements. As a result, new concepts of leadership have emerged - transformational leadership being one of them. Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and organization as a whole. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers (Burns 1978).

In the 20th century, Burns (1978) founded the transformational leadership theory which focused on an investigation on political leaders. However, before Burns founded this theory, much focus was put on the techniques that different leaders used to change their organization absolutely. He further emphasized that transformational leadership is a form of leadership where a group of people work together and the leader and the sub-ordinates are highly and equally motivated (Burns 1978). In agreement with the Maslow's (1954) hierarchy of needs, Burns also anticipated that indeed transformational leadership has the capacity to move sub-ordinate from lower levels of needs to high levels.

In the year of 1985, Bass advanced and stretched Burns' theory of leadership. Bass stated that a leader is one that makes his or sub-ordinates to perform beyond their capacity and they also feel motivated while working. He also added that leaders make their sub-ordinates to focus more on team work rather than individual interest. Bass also said the employees can easily be motivated when they are sensitized about the value of their results and how to attain the good results.

In practice, the use of the transformational leadership theory concentrated on leaders and subordinates in an organization. According to Hickman (1997), transformational leadership has the capacity to create core values in employees for one spirit of togetherness, while increasing some ability to perform. Transformational leaders work gives birth to human and financial revolution. In a given organization, transformational leadership gives birth to mission, visions, goals, and a culture that encourages individual, group, and organizational performance (Hickman, 1997).

2.2 Empirical Review

2.2.1 Transformational Leadership

Generally, leadership can be defined as the capability by one person to be able to encourage another (de Oliveira Rodriguez & Ferreira, 2015). Precisely, encouragement and influence happen in a way that is humble giving them the ability to attain particular aims. Transformational leadership majorly focuses on making workers happy at all levels while being motivated to attain their desired goals (Ghasabeh et al. 2015). Transformational leadership is far different from other forms of leadership since it generate inner aspirations of enthusiasm which is real and based on inspiration rather than transactions thus encouraging sub-ordinates to achieve project set goals (Kim & Yoon, 2015).

Empirical evidence clearly reveals that transformational leadership greatly affects the successful completion of a given project (Anantatmula, 2010). Nonetheless, less has been documented about the leadership styles used in the implementation of projects (Turner and Müller, 2005) and the application of transformational leadership principles inside an organization is quite different from how is applied in projects (Keegan and Den Hartog, 2004). Preliminary literature also shows that the manner in which a project manner behaves significantly affects project success (Zwikaël and Unger-Aviram, 2010). Furthermore, indeed leaders that practise transformational leadership end up encouraging their sub-ordinates to perform beyond their capabilities (Sohmen, 2013).

2.2.2 Project Performance

Between the 1960s and 1980s, the “iron triangle” was the most prominent notion of the attainment of project goals, although later on, many other ideas were suggested. Among what was later suggested included; importance to the entity, how happy the direct beneficiaries and other shareholders were, importance to the project team, tactical intentions of the organization

among others. However, although empirical literature doesn't agree on standard measurement of project performance specifically in project management, Khang and Moe (2008) and Ika et al. (2012) seem to be andare comprehensive and suitable for the progress of projects. These scholars further agree on the fact that project performance can be measure by understanding the principles of; significance, competence, efficiency, influence, and the ability to withstand.

2.2.3 Extent to which team members can influence the performance of a project

According to Eisenbeiss et al. (2008), when the group members agree on what approach to use on a given project, there are high chances that success will be attained. The modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project. Furthermore, when communication between team members is full of trust, project success is guaranteed (Braun et al. 2013). According to Kissi et al. (2013), the nature of the environment in an organization is key in favouring the project team members to perform with high levels of enthusiasm.

A leader has the ability to create a convenient atmosphere for team members to perform well on a given project (Zhu et al., 2005). For that matter the project team members will get inspired and energized to pursue completion and attainment of the project goal. This happens when there is a good and positive communication between the project manager and other project team members. The application of transformational leadership principles increases the levels of certainty of project success. A leader that applies transformational leaders practices has clear picture and projection on how a certain project will progress during it implementation (Zhu et al. 2005).

According to Piccolo and Colquitt (2006), transformational leadership generates clear two-way strategic communication between the project team members and this has the ability to lead to project accomplishment. Furthermore, for the cases when transformational leadership leads to a timely project accomplishment, the team members equally benefit (Yang et al. 2010). Setting of clear goals, well described task, good relationship with others and having proper decision strategies as elements of team-building increase chances of project success (Klein et al. 2009).

2.2.4 Transformational leadership and project performance

Empirical review clearly reveals that transformational leadership has a substantial consequence on workstation results (Yang et al. 2010). Preliminary literature also shows that the use of suitable techniques by a project manager on a given project increases chances of attaining success (Zwikael and Unger-Aviram, 2010). Transformational leaders in organizations inspire their sub-ordinates to perform beyond their potentials. According to Sohmen (2013), these leaders also play a vital role of creating healthy working connections (Sohmen, 2013). Furthermore, these kinds of leaders encourage togetherness and understanding, thus generating an environment where project team members purely focus on the success of a given project. This in turn can create an atmosphere where team members exert continued effort to realize project success (Burke et al. 2006). Additionally, the modern working environment requires employees who possess more adaptable and creative skill sets, with team-working being a crucial part of this skillset if the leaders are to create a significant impact in any project (Lau, 2017). It is therefore, easier for a project manager to encourage his or her sub-ordinates to work hard beyond their capabilities.

Leaders that apply principles of transformational leadership admired by their sub-ordinates (Sohmen, 2013). Furthermore, data delivered concerning the influence of transformational leadership obviously displays that this method has an extraordinary consequences for subordinates. One of the key elements of easing success of a given project is by being enthusiastically inspired. In an orderly manner, together, the transformation of workers should have an influence on the manner in which the organization operates. Leaders that practice transformational leadership do encourage employees in an organization to always stay focused on their responsibilities (Sohmen, 2013).

Trmal et al. (2015) state that substantiate this assertion by noting that transformational leadership is effective because it drives changes in individual behavior which leads to the achievement of organizational goals. As a result, transformational leadership has the potential to have a substantial influence on the overall performance of the organization, creating the supports required to make sure that the anticipated results for processes result.

In pursuit for the contribution that transformational leadership carries in the growth of an organization, many researchers such as; Yang et al. (2010), Trmal et al. (2015) and Sohmen

(2013) have suggested the transformational leadership has one that has an influence on not only the project success but employee and organizational performance. Choudhary, et al. (2013) further reveal the influence that transformational leadership has on what any given organization can learn in a given period of time so as to improve and become renovate. This can further enhance progress and development clearly show a good performance exhibited by an organization (Choudhary et al. 2013).

2.2.4.1 Idealized Influence and Project Performance

Researchers that have explored idealized influence as a component of transformational leadership have denoted it as a notion that encourages sub-ordinates to respectfully honor their leaders at all times (Chu & Lai, 2011). For that matter, regardless of how complicated the task is, the sub-ordinates will always respect and act exactly as their leaders advise them. However, although preliminary literature indicates that idealized influence impacts the manner in which the organization performs, there is data which also shows that idealized influence impacts the organizations in a particular manner. To be specific, idealized influence has an effect on the worker's levels of fulfillment and assurance to enhance inspiration and engagement in a given task while at work (Chen, 2004). Therefore to understand how best idealized influence as a component of transformation leadership impacts project performance it is better to use a more comprehensive approach. By so doing, we can then clearly understand from our study how transformational leadership impacts the performance of project by influencing the worker's levels of satisfaction.

2.2.3.2 Inspirational Motivation and Project Performance

According to Doody and Doody (2012), inspirational motivation majorly focuses on sub-ordinates making sure they align their individual aims and ambitions in line with the goals of the organization. They further emphasized that the individual aims and organizational goals can be concurrently attained once the leaders are skilled and knowledgeable. However, not much has been explored in regard to inspirational motivation and its influence of project performance just as it is for idealized influence. Inspirational motivation also encourages sub-ordinates in an organization to respectfully honor their leaders at all times (Rawunget al. 2015). Furthermore, inspirational motivation acts as a background or basis for information sharing, which is a vital

element in ensuring an organization succeeds. Additionally, for our study, in order for us to appreciate or understand the impact that inspirational motivation as an element of transformation leadership has on project performance, we shall focus on how workers align their individual aims and ambitions with the organizational goals so as to attain success in a project.

2.2.3.3 Intellectual Stimulation and Project Performance

According to Smothers et al. (2016), state that intellectual stimulation encourages effective communication between the project managers and their sub-ordinates or team members. The contribution of intellectual stimulation has been extensively explored in literature as a component has power to shape the employees of an organization. To be more specific, Anjali and Anand (2015) state that intellectual simulation leads to the advancement of worker's commitment to the organization. As a result, the consequences for the capability of the organization to attain its goals based on the devotion and hard work of workers (Anjali & Anand, 2015). For this study, the assumption made is that project managers at Africa New Life Ministries (ANLM) use an effective communication strategy since according to preliminary literature, this has a significant impact on the performance of a project.

2.2.3.4 Relationship between individual consideration and project performance

The component of individual consideration can better be understood by appreciating the assumption that project managers are always willing to provide any kind of leadership support to their sub-ordinates (Zacher et al. (2014). In terms of how much individual consideration does impact project performance, it should be noted that it certainly impacts the lives of levels of fulfillment of an individual worker which leads to high levels of involvement in the entire process (Snell et al. 2013). Therefore when workers such results, the project, organization and employee performance improve (Snell et al. 2013). In our case study, it should be noted that project managers at Africa New Life Ministries (ANLM) have established all measures to see to it that they support their project team members or sub-ordinates since this motivates them to work and thus have a positive impact on the performance of a project.

2.3 Summary of Literature

Generally, leadership can be defined as the capability by one person to be able to encourage another (de Oliveira Rodriguez & Ferreira, 2015). Precisely, encouragement and influence

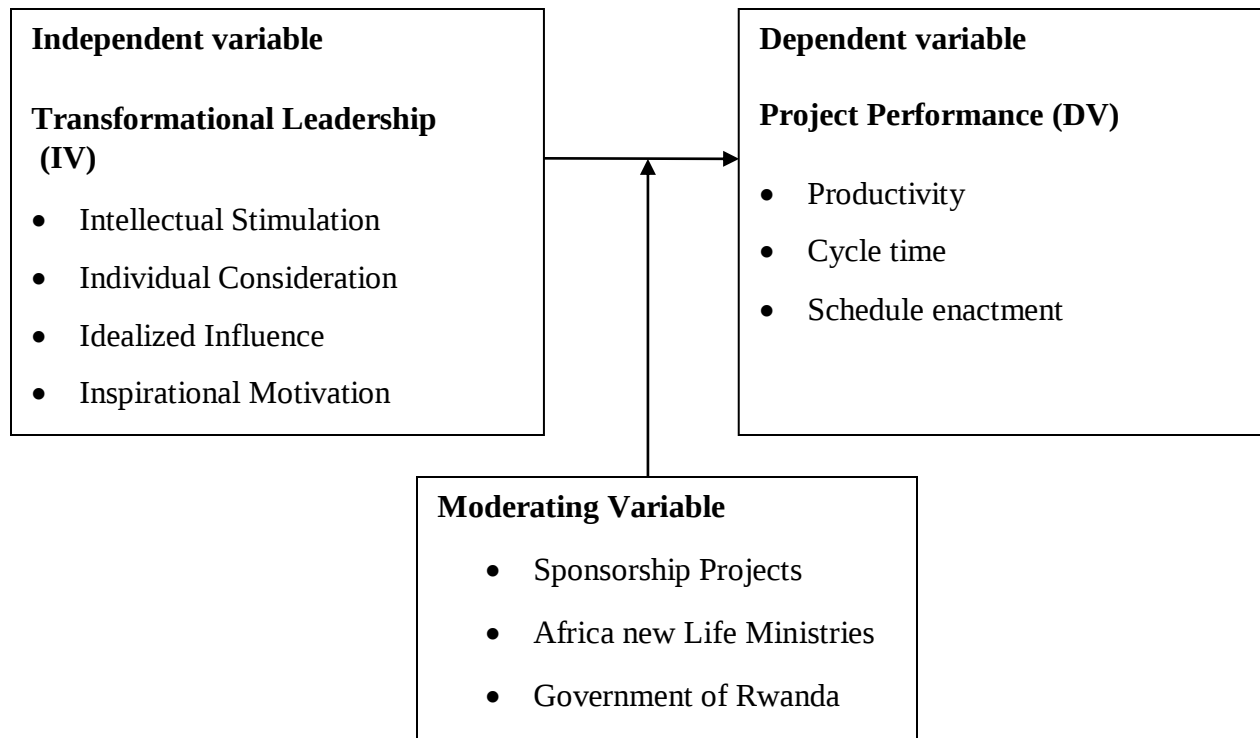
happen in a way that is humble giving them the ability to attain particular aims. According to Eisenbeiss et al. (2008), when the group members agree on what approach to use on a given project, there are high chances that success will be attained. The modern working environment requires employees who possess more adaptable and creative skill sets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project. Empirical review clearly reveals that transformational leadership has a substantial consequence on workstation results (Yang et al. 2010). Preliminary literature also shows that the use of suitable techniques by a project manager on a given project increases chances of attaining success (Zwikael and Unger-Aviram, 2010). Transformational leaders in organizations inspire their sub-ordinates to perform beyond their potentials.

2.4 Gaps in Literature Review

Although relations between transformational leader and project performance have been established in previous research such as; Anantatmula (2010), Yang, Huang, & Wu (2011), Galloway & Haniff (2015) among others, there have to date been very few studies that in detail assessing the effect of transformational leadership on project performance in developing countries such Rwanda. Researchers that have explored idealized influence as a component of transformational leadership have denoted it as a notion that encourages sub-ordinates to respectfully honor their leaders at all times (Chu & Lai, 2011). According to Doody and Doody (2012), inspirational motivation majorly focuses on sub-ordinates making sure they align their individual aims and ambitions in line with the goals of the organization. According to Smothers et al., (2016), state that intellectual stimulation encourages effective communication between the project managers and their sub-ordinates or team members. The component of individual consideration can better be understood by appreciating the assumption that project manager are always willing to provide any kind of leadership support to their sub-ordinates (Zacher et al. 2014). This study therefore intends to close this gap by assess the effect of transformational leadership on project performance in Rwanda with a case study of Africa New Life Ministries.

2.5 Conceptual Framework

Figure 1: Conceptual Framework showing the relationship between transformational leadership on project performance



Source: Research, 2020

From the model we have transformational leadership as the independent variable with its main attributes being: intellectual stimulation, idealized influence, inspiration and individual consideration as they are the variable that influence the dependent variable (project performance). When a transformed leader considers the elements and attributes of transformational leadership then the project performance can be realized through: increased productivity, reduced cost, cycle time met and scheduled enactment.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter presents research design which outlines methodological approaches, study, population, sampling techniques and sample size. The methodological approaches will be chosen basing on the research questions. The chapter further discusses data collection instruments, data analysis and research ethics.

3.1 Research Design

The study used a cross-sectional research design, which entails analyzing data that is collected from respondents at a specific point in time. This design was adopted because the data was collected at a point in time and was sufficient enough for this study, not costly to perform, will not require a lot of time and ease of gathering and assessment. A quantitative research approach was used because it eases the application of statistical tests in making statements about data since the data was expressed in numbers and therefore easy to run descriptive statistics, regression analysis, correlations, and frequency counts among others. This means that quantitative data was collected. This implies that the present study is largely quantitative.

3.2 Study Population

The study population comprised of station managers, technical staff as well as vital and permanent staff. Example how many station managers, technical staff and who do you consider to be Vital staff and total 241 according to the human resource department report 2020. The distribution of the population per department is as follows; administration with 25 members, church office with 9, sponsorship with 140, finance and procurement with 13, local fund and mission office with 28, school of theology with 25 and last but not least, women and children department with 11. However, the researcher has selected the sponsorship project as the case study to be used in this study.

3.3 Study population identification

According to Jill and Roger (2003) the target population, is “a group of individuals or a body of people or any collection of items under consideration from which samples are taken for

measurement. The population of interest of this study was 140 respondents from sponsorship projects since of staff at Africa New Life Ministries. By applying Sloven's formula the researcher constituted accessible and important respondents who can provide the necessary information.

3.4 Sample Size

According to Kakoza (1996), a portion of the population selected for the purpose of researching the characteristics of the whole population is called a sample. A sample was a portion of the population selected to achieve the objectives of the study. The sample comprises of 103 respondents. This sample size after employing slovens formula of:

$$n = \frac{N}{1 + Na^2}$$

Where:

n = sample size
 N = Population size
 a = level of significance (0.05)

Therefore, a sample of 103 respondents was selected from the sponsorship project at Africa New Life Ministries using a probability method called simple random sampling. This method of sampling was used since it gives every respondent an equal chance of being selected and also avoids bias.

3.4 Data Collection Sources

This study used primary sources of data. Primary data was the data collected for the first time from respondents who are familiar with the variables under study.

3.5 Data Collection Methods

This study usedonly close-ended types of questionnaires as the data collection tools to be used by the researcher. A closed-ended question has the respondent pick an answer from a given number of options and he questions should flow logically from one to the next. To achieve the best

response rates, questions would flow from the least sensitive to the most sensitive, from the factual and behavioral to the attitudinal, and from the more general to the more specific.

3.6 Measurement of Variables

A Likert Scale was used in this study to measure the views and opinions to be presented by the respondents. To be specific, it was used to understand the extent to which the respondents agree or disagree with certain opinions in regard to study variables. A Likert Scale was indicated as follows; Strongly Agree = “5”, Agree = “4”, Neutral = “3”, Disagree = “2” and Strongly Disagree = “1”.

3.7 Data Analysis

The data that was collected was first edited for uniformity, precision, wholeness, consistency and was later arranged to enable tabulation coding before the final analysis. SPSS version 16.0 was therefore used to make analyze and interpret results. Descriptive tools such as frequencies, percentage, means and standard deviation was used to analyze some variables. Furthermore, multiple linear regression was used to examine the relationship between the dependent variables and the set of independent variables at 5% level of confidence.

Mean	Range
3.26 – 4.00	Very Strong
2.51 – 3.25	Strong
1.76 – 2.50	Weak
1.00 – 1.75	Very weak

Mean(X)

The most common expression for the mean of a statistical distribution with a discrete random variable is the mathematical average of all the terms. To calculate it, add up the values of all the terms and then divide by the number of terms. This expression is also called the arithmetic mean. The mean of a statistical distribution with a continuous random variable, also called the expected

value, is obtained by integrating the product of the variable with its probability as defined by the distribution (Aggressti& Franklin, 2000).

Evaluation of mean

Mean	Evaluation
1.00 -1.80	Very Weak
2.81 - 2.60	Weak
2.61 - 3.40	Moderate
3.41 - 4.20	Strong
4.21 - 5.00	Very Strong

Source: (Aggressti, 2009)

Correlation coefficient/ positive Label/positive or negative	
r=1	Perfect linear correlation
0.9<r<1	Positive strong correlation
0.7<r< 0.9	Positive high correlation
0.5<r<0.7	Positive moderate correlation
0<r<0.5	Weak correlation
r=0	No, relationship

Source: (Franklin, 2009)

Standard Deviation (σ)

The standard deviation is a measure that is used to quantify the amount of variation or dispersion of a set of data values. A standard deviation close to 0 indicates that the data points tend to be very close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values. Standard deviation helps to measure how far or near the mean.

Interpretation of standard deviation (SD)

$SD \leq 0.5$ Respondents' homogeneity of perception

$SD \geq 0.5$ Respondents' heterogeneity of perception

Source: Agresti and Franklin, (2009)

The interpretation of results followed the analysis so as to draw conclusions and recommendations about the findings.

3.8 Quality Control

3.8.1 Validity testing

Validity is the best available approximation to the truth or falsity of a given inference, proposition or conclusion (Cook & Campbell, 1979). According to Cook & Campbell(1979), validity is the most paramount existing estimate to the truth or falsity of a given interpretation.

Before a researcher analyzes data, he was first analyzing the validity of instrument to make sure that these instruments generated relevant information during the study.

The validity interval is from 0 up to 1. 0 means full of errors whereas 1 means absence of errors.

Validity of above 0.5 is assumed to be valid.

In this research, the content validity index was calculated from the formula below:

$$CVI = n/N$$

Where

CVI: Content Validity Index

N: Total number of items in questionnaire

n: Number of relevant items in the questionnaire

For this study, total number of items in questionnaire was 22 questions and number of relevant items in the questionnaire was 18 questions. Therefore after employing content validity index formula, CVI was 0.8. Since the content validity index (0.8) is greater than 0.5 then the instrument declared to be valid.

3.8.2 Reliability testing

According to cronbach alpha method (1999) reliability comes to the forefront when variables developed from summated scales are used as predictor components in objective models. Since

summated scales are an assembly of interrelated items designed to measure underlying constructs, it is very important to know whether the same set of items would elicit the same responses if the same questions are recast and re-administered to the same respondents. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test.

3.9 Ethical Consideration

Prior to the data collection process, the investigator wrote to the institution of interest where the data is to be collected attaching all the relevant academic documentation from the university. Some of these included the registration forms and Identity card. The researcher was probe for approvals from the institution of interest before commencing the study. The investigator clearly explained to the respondents the objectives of the study getting their consent before involving them in the study. Finally, the identity of the respondents was protected and high levels of confidentiality maintained throughout the research period.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter majorly consists of the research results and discussion of the research findings. Furthermore, SPSS 16.0 was used to generate the frequencies, percentages, descriptive statistics and to show the association between the dependent and the independent variables of the study.

4.1 Rate of Response

Table 4.1: Rate of Response

Response Rate	Frequency (130)	Percent (%)
Replied	100	97.1
No reply	3	2.9
Total	103	100.0

Source: Survey Data (2020)

From a sample of 103 respondents, 100 were able to respond while the remaining 3 were not able to respond thus putting the response rate at 97.1%. According to Mugenda & Mugenda (1999), A rate of response of about 60% is good, that of 70% and above is excellent, this therefore implies that our rate of response is excellent and good enough to carry out data analysis and later produce a report.

4.2 Demographic Data

Table 4.2: Demographic Data

Variable	Category	Frequency (n=100)	Percent (%)
Sex	Male	63	63
	Female	37	37
Age	20 - 30 years	15	15
	31- 40 years	49	49
	41-50 years	26	26
	51 years and above	10	10
Education level	Primary	0	0
	Secondary	5	5
	Bachelor's	63	63
	Master's	27	27
	PhD	5	5

Source: Survey Data (2020)

Study results showed that the majority of respondents are males (63%), while the rest were females (37%). This therefore implies that most of the employees at Africa New Life Ministries (ANLM) are males.

Study results in table 4.2 show that the most of the respondents at Africa New Life Ministries (ANLM) are between the ages of 31-40 (49%). Furthermore, other respondents are between the ages of 41-40 (26%), 20-30 (15%) and 51 years and above (10%).

Study results in table 4.2 show that the majority of the respondents at Africa New Life Ministries (ANLM) have attained a Bachelor's degree (53%) as their highest levels of education. Others have acquired Master's degree (27%) and secondary (5%) as their highest levels of education. Last but not least, no respondent had only acquired primary education.

4.3 Degree to which team members can influence the performance of a project

Table 4.3: Degree to which team members can influence the performance of a project

Statement	N	Mean	SD
When the group members agree on what approach to use on a given project, there are high chances that success will be attained	100	4.0	0.201
The modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project	100	4.4	0.333
When communication between team members is full of trust, project success is guaranteed	100	5.0	0.414
The environment at ANLM is favourable for project team members to perform with high levels of enthusiasm	100	3.8	0.315
A leader has the ability to create a convenient atmosphere for teams members to perform well on a given project	100	2.0	0.473
The application of transformational leadership principles increases the levels of certainty of project success	100	4.2	0.290
A leader that applies transformational leaders practices has clear picture and projection on how a certain project will progress during it implementation.	100	5.0	0.595

Source: Survey Data (2020)

Study results as seen in table 4.3 demonstrate that most of the ANLM staff agreed that when the group members agree on what approach to use on a given project, there are high chances that success will be attained with a mean of 4.0 which is strong and standard deviation of 0.201 that showed the respondents' homogeneity of perception. Study results further showed that majority of the respondents agreed that modern working environment requires employees who possess more adaptable and creative skill sets, with team-working being a crucial part of this skill set if the project leaders are to create a significant impact in any project with a mean of 4.4 which is very strong and standard deviation of 0.333 that showed the respondents' homogeneity of perception. According to Eisenbeiss et al. (2008), when the group members agree on what approach to use on a given project, there are high chances that success will be attained. The modern working environment requires employees who possess more adaptable and creative skill sets, with team-working being a crucial part of this skill set if the project leaders are to create a significant impact in any project. Furthermore, when communication between team members is full of trust, project success is guaranteed (Braun et al. 2013). According to Kissi et al. (2013),

the nature of the environment in an organization is key in favouring the project team members to perform with high levels of enthusiasm.

Study results also revealed that most of the respondents strongly agreed that when communication between team members is full of trust, project success is guaranteed with a mean of 5.0 which is very strong and standard deviation of 0.414 that showed the respondents' homogeneity of perception. Additionally, study results further showed that most of the respondents agreed that the environment at ANLM is favourable for project team members to perform with high levels of enthusiasm with a mean of 3.8 which is strong and standard deviation of 0.315 that showed the respondents' homogeneity of perception. A leader has the ability to create a convenient atmosphere for team members to perform well on a given project (Zhu et al. 2005). For that matter the project team members will get inspired and energized to pursue completion and attainment of the project goal. This happens when there is a good and positive communication between the project manager and other project team members. The application of transformational leadership principles increases the levels of certainty of project success. A leader that applies transformational leaders practices has clear picture and projection on how a certain project will progress during it implementation (Zhu et al. 2005).

Study results showed that majority of the respondents disagreed that a leader has the ability to create a convenient atmosphere for team's members to perform well on a given project with a mean of 2.0 which is very low and standard deviation of 0.473 that showed the respondents' homogeneity of perception. Study results further showed that most of the respondents agreed that the application of transformational leadership principles increases the levels of certainty of project success with a mean of 4.2 which is very strong and standard deviation of 0.290 that showed the respondents' homogeneity of perception. Study results further showed that most of the respondents strongly agreed that a leader that applies transformational leaders practices has clear picture and projection on how a certain project will progress during it implementation with a mean of 5.0 which very strong and standard deviation of 0.595 that showed the respondents' homogeneity of perception. According to Piccolo and Colquitt (2006), transformational leadership generates clear two-way strategic communication between the project team members and this has the ability to lead to project accomplishment. Furthermore, for the cases when transformational leadership leads to a timely project accomplishment, the team members equally

benefit (Yang et al. 2010). Setting of clear goals, having a defined and well described task, good relationship with others and having proper decision strategies as elements of team-building that increase chances of project success, (Klein et al. 2009).

4.4 Extent to which transformative leadership impacts behavior of leaders and their sub-ordinates at ANLM

Table 4.4: Extent to which transformative leadership impacts behavior of leaders and their sub-ordinates

Statement	N	Mean	SD
Work at ANLL makes more sense due to the project managers that apply the principles of transformational leadership	100	2.0	0.048
The staff of ANLM feel that they have authority to perform due to transformational leadership	100	5.0	0.510
ANLM has found challenges functioning when project managers do not apply the principles of transformational leadership	100	4.0	1.473
Once the managers do practice transformational leadership there increases a connection between them and their sub-ordinates	100	5.0	0.484
The staff of ANLM desire to stay for many years at the organization since they are satisfied with the manner in which their managers relate with them	100	4.2	0.500
Transformational leadership helps ANLM meet new challenges, such as during reorganization and strategic redirection	100	4.0	0.322

Source: Survey Data (2020)

Study results revealed that most of the respondents disagreed that work at ANLL makes more sense due to the project managers that apply the principles of transformational leadership with a mean of 2.0 which is very low and standard deviation of 0.048 that showed the respondents' homogeneity of perception. Furthermore, the study results showed that most of the respondents strongly agreed that transformational leadership makes workers at ANLM feel more empowered with a mean of 5.0 which is very strong and standard deviation of 0.510 that respondents' homogeneity of perception. Empirical review clearly reveals that transformational leadership has a substantial consequence on workstation results (Yang et al. 2010). Preliminary literature also shows that the use of suitable techniques by a project manager on a given project increases chances of attaining success (Zwikael and Unger-Aviram, 2010). Transformational

leaders in organizations inspire their sub-ordinates to perform beyond their potentials. According to Sohmen (2013), these leaders also play a vital role of creating healthy working connections (Sohmen, 2013).

Study results also showed that majority of the respondents agreed that ANLM has found challenges functioning when project managers do not apply the principles of transformational leadership with a mean of 4.0 which is strong and standard deviation of 1.473 that showed the Respondents' heterogeneity of perception. Study results further showed that majority of the respondents strongly agreed that once the managers do practice transformational leadership there increases a connection between them and their sub-ordinates with a mean of 5.0 which is very strong and standard deviation of 0.484 that showed the respondents' homogeneity of perception. Furthermore, these kinds of leaders encourage togetherness and understanding, thus generating an environment where project team members purely focus on the success of a given project. This in turn can create an atmosphere where team members exert continued effort to realize project success (Burke et al. 2006). Additionally, the modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skill set if the leaders are to create a significant impact in any project (Lau, 2017). It is therefore, easier for a project manager to encourage his or her sub-ordinates to work hard beyond their capabilities.

Study results further showed that majority of the respondents agreed that the staff of ANLM desire to stay for many years at the organization since they are satisfied with the manner in which their managers relate with them with a mean of 4.2 which is very strong and standard deviation of 0.500 that showed the respondents' homogeneity of perception. Study results also showed that majority of the respondents agreed that Transformational leadership helps ANLM meet new challenges, such as during reorganization and strategic redirection with a mean of 4.0 which strong and standard deviation of 0.322 that showed the respondents' homogeneity of perception. Leaders that apply principles of transformational leadership admired by their sub-ordinates (Sohmen,2013). Furthermore, data delivered concerning the influence of transformational leadership obviously displays that this method has an extraordinary consequences for subordinates. One of the key elements of easing success of a given project is by being enthusiastically inspired. In an orderly manner, together, the transformation of workers

should have an influence on the manner in which the organization operates. Leaders that practice transformational leadership do encourage employees in an organization to always stay focused on their responsibilities (Sohmen, 2013).

4.5 Relationship between transformational leadership and project performance at ANLM

A bivariate test called Person correlation and a multivariate linear regression model were both used to assess the relationship between transformational leadership and project performance at ANLM as seen in tables 4.7 and 4.8 below.

Table 4.7: Pearson Correlation results for the relationship between transformational leadership and project performance

Variables	Pearson Correlation	N	Sig. (2-tailed)
Idealized Influence	.475	100	.001**
Intellectual Stimulation	.682	100	.000**
Individual Consideration	.259	100	.455
Inspirational Motivation	.444	100	.001**

Source: Survey Data (2020)

Dependent Variable: Project performance

As seen in table 4.7 above, the Pearson correlation study results show that there is a weak positive relationship between idealized influence and project performance ($p = 0.001 < 0.05, r = 0.475$). Researchers that have explored idealized influence as a component of transformational leadership have denoted it as a notion that encourages sub-ordinates to respectfully honor their leaders at all times (Chu & Lai, 2011). For that matter, regardless of how complicated the task is, the sub-ordinates will always respect and act exactly as their leaders advise them. However, although preliminary literature indicates that idealized influence impacts the manner in which the organization performs, there is data which also shows that idealized influence impacts the organizations in a particular manner.

Furthermore, the Pearson correlation study results show that there is a strong positive relationship between intellectual stimulation and project performance ($p = 0.000 < 0.05, r = 0.682$). Last but not least, the Pearson correlation study results also show that there is a weak positive relationship between inspirational motivation and project performance ($p = 0.001 < 0.05, r = 0.444$).

Table 4.8: Linear regression results for the relationship between transformational leadership and project performance

Variables	Coef.	Std. Err.	t	P> t
Idealized Influence	1.097	0.576	-1.91	0.001**
Intellectual Stimulation	2.500	0.632	3.96	0.000**
Individual Consideration	.386	0.464	-0.831	0.407
Inspirational Motivation	0.310	2.011	0.655	0.011**
Constant	2.531	1.759	1.440	0.154

Source: Survey Data (2020)

Dependent Variable: Project performance

The regression results in Table 4.8 show a statistically significant positive relationship between idealized influence and project performance at 5 percent level of significance since the p-value is less than 0.05. Study results further show that on average, a unit increase in the idealized influence leads to 1.097 increase in the project performance when the other independent variables are held constant. Researchers that have explored idealized influence as a component of transformational leadership have denoted it as a notion that encourages sub-ordinates to respectfully honor their leaders at all times (Chu & Lai, 2011). For that matter, regardless of how complicated the task is, the sub-ordinates will always respect and act exactly as their leaders advise them. However, although preliminary literature indicates that idealized influence impacts

the manner in which the organization performs, there is data which also shows that idealized influence impacts the organizations in a particular manner.

Furthermore, the regression results in Table 4.8 show a statistically significant positive relationship between intellectual stimulation and project performance at 5 percent level of significance since the p-value is less than 0.05. Study results further show that on average, a unit increase in the intellectual stimulation leads to 2.500 increase in the project performance when the other independent variables are held constant. According to Smothers et al., (2016), state that intellectual stimulation encourages effective communication between the project managers and their sub-ordinates or team members. The contribution of intellectual stimulation has been extensively explored in literature as a component has power to shape the employees of an organization. To be more specific, Anjali and Anand (2015) state that intellectual simulation leads to the advancement of worker's commitment to the organization. As a result, the consequences for the capability of the organization to attain its goals based on the devotion and hard work of workers (Anjali & Anand, 2015).

Last but not least, the regression results in Table 4.8 show a statistically significant positive relationship between inspirational motivation and project performance at 5 percent level of significance since the p-value is less than 0.05. Study results further show that on average, a unit increase in the inspirational motivation leads to 0.310 increase in the project performance when the other independent variables are held constant. According to Doody and Doody (2012), inspirational motivation majorly focuses on sub-ordinates making sure they align their individual aims and ambitions in line with the goals of the organization. They further emphasized that the individual aims and organizational goals can be concurrently attained once the leaders are skilled and knowledgeable. However, not much has been explored in regard to inspirational motivation and its influence on project performance just as it is for idealized influence. Inspirational motivation also encourages sub-ordinates in an organization to respectfully honor their leaders at all times (Rawunget al. 2015). Furthermore, inspirational motivation acts as a background or basis for information sharing, which is a vital element in ensuring an organization succeeds.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the final summary of the research findings, the conclusion, the recommendations and suggestions for future research. Both the summary of findings, conclusion and recommendations are based on the objectives of the study such as to assess the degree to which team members can affect the performance of a project at Africa New Life Ministries, to examine the extent to which transformative leadership impacts behavior of leaders and their subordinates at ANLM and to explore the relationship between transformational leadership and project performance at Africa New Life Ministries.

5.1 Summary of findings

5.1.1 Degree to which team members can influence the performance of a project

Study results demonstrated that most of the ANLM staff agreed that when the group members agree on what approach to use on a given project, there are high chances that success will be attained with a mean of 4.0. Study results further showed that majority of the respondents agreed that modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project with a mean of 4.4. Study results also revealed that most of the respondents strongly agreed that when communication between team members is full of trust, project success is guaranteed with a mean of 5.0. Additionally, study results further showed that most of the respondents agreed that the environment at ANLM is favourable for project team members to perform with high levels of enthusiasm with a mean of 3.8. The average mean is 4.0 which is strong and needs to be in very strong level and standard deviation of 0.3744 that showed the respondents' homogeneity of perception.

5.1.2 Extent to which transformative leadership impacts behavior of leaders and their subordinates at ANLM

Study results revealed that most of the respondents disagreed that work at ANLL makes more sense due to the project managers that apply the principles of transformational leadership with a mean of 2.0. Furthermore, the study results showed that most of the respondents strongly agreed that transformational leadership makes workers at ANLM feel more empowered with a mean of 5.0. Study results also showed that majority of the respondents agreed that ANLM has found challenges functioning when project managers do not apply the principles of transformational leadership with a mean of 4.0. Study results further showed that majority of the respondents strongly agreed that once the managers do practice transformational leadership there increases a connection between them and their subordinates with a mean of 5.0. The average mean is 4.0 which is strong and needs to be improved in very strong level and standard deviation of 0.5561 that showed the respondents' homogeneity of perception.

5.1.3 Relationship between transformational leadership and project performance at ANLM

A vicariate test called Person correlation and a multivariate linear regression model were both used to assess the relationship between transformational leadership and project performance at ANLM.

The Pearson correlation study results show that there is a weak positive relationship between idealized influence and project performance ($p = 0.001 < 0.05, r = 0.475$). Furthermore, the Pearson correlation study results show that there is a strong positive relationship between intellectual stimulation and project performance ($p = 0.000 < 0.05, r = 0.682$). Last but not least, the Pearson correlation study results also show that there is a weak positive relationship between idealized influence and project performance ($p = 0.001 < 0.05, r = 0.444$). The regression results in Table 4.8 show a statistically significant positive relationship between idealized influence, intellectual stimulation, inspirational motivation and project performance at 5 percent level of significance since the p-values are less than 0.05. This made a researcher to confirm **H₀**: by saying that there is a significant association between transformational leadership and project performance in ANLM and reject **H₁**: by saying that there is no significant association between transformational leadership and project performance in ANLM.

5.2 Conclusions

The purpose of this study was to assess the effect of transformational leadership on project performance in Rwanda with a case study of Africa New Life Ministries (ANLM). Study results revealed that most of the ANLM staff agreed that when the group members agree on what approach to use on a given project, there are high chances that success will be attained with a mean of 4.0. Study results further revealed that majority of the respondents agreed that modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project with a mean of 4.4. Study results revealed that most of the respondents disagreed that work at ANLL makes more sense due to the project managers that apply the principles of transformational leadership with a mean of 2.0 Furthermore, the study results showed that most of the respondents strongly agreed that transformational leadership makes workers at ANLM feel more empowered with a mean of 5.0. Last but not least, linear regression results showed that a statistically significant positive relationship between inspirational motivation, intellectual stimulation, idealized influence and project performance at 5 percent level of significance since the p-value is less than 0.05.

5.3 Recommendations

1. The leadership of Africa New Life Ministries should invest in training their employees most especially their project managers on transformational leadership since it has a positive influence on the general performance of an organization.
2. Africa New Life Ministries should also take measures that inspire their employees to work hard beyond their capabilities since motivated workers encourage other workers to work hard too which positively impacts on organizational performance and in turn impact project performance.
3. The management of Africa New Life Ministries should encourage their employees to work in teams instead of as individuals since team work has an effect on project performance.
4. There should be effective communication between management and other employees within the organization. This is because effective communication use by project

managers encourages workers to work hard and thus positively impact project performance.

5. The study recommends that Africa New Life Ministries should train their managers on transformational leadership so that they can be competitive inside and out the organization. This is because in this study, majority of the components of transformational leadership such as idealized influence, intellectual stimulation and inspirational motivation all had a significant influence on project performance.

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APPENDIX A:
QUESTIONNAIRE

Dear research participant,

My name is **Umuganwa Delphine**, a student from the University of Rwanda. I am pursuing a Master's degree of Business Administration. I am currently carrying out research on the ***“effect of transformational leadership onproject performance in Rwanda with a case study of the Sponsorship Project at Africa New Life Ministries (ANLM)”***.I would like to kindly invite you to partake in this research. All the information collected will surely be treated with high levels of confidentiality and professionalism.

Thank you.

SECTION A:Bio-Data and Demographic Information

Please tick [✓] the appropriate box.

A1. Sex:	1. Male 2. Female
A2. Age:	1. 20 - 30 years 2. 31- 30 years 3. 41-40 years 4. 51 years and above
A3.Education level:	1. Primary 2. Secondary 3. Bachelor's 4. Master's 5. PhD

SECTION B: Extent to which team members can influence the performance of a project at ANLM

Kindly express you self to how much you agree or disagree with the following statements below.Indicate your choice by placing an [√] under your answer choice. Where; Strongly Agree= 5, agree= 4, Neutral=3, Disagree= 2 and Strongly Disagree= 1

No	Statement	5	4	3	2	1
B1	When the group members agree on what approach to use on a given project, there are high chances that success will be attained.					
B2	The modern working environment requires employees who possess more adaptable and creative skillsets, with team-working being a crucial part of this skillset if the project leaders are to create a significant impact in any project					
B3	When communication between team members is full of trust, project success is guaranteed					
B4	The environment at ANLM is favourable for project team members to perform with high levels of enthusiasm.					
B5	A leader has the ability to create a convenient atmosphere for teams members to perform well on a given project					
B6	The application of transformational leadership principles increases the levels of certainty of project success					
B7	A leader that applies transformational leaders practices has clear picture and projection on how a certain project will progress during it implementation.					

SECTION C: Relationship between transformational leadership and project performance at ANLM

Kindly express you self to how much you agree or disagree with the following statements below. Indicate your choice by placing an [√] under your answer choice. Where; Strongly Agree= 5, agree= 4, Neutral=3, Disagree= 2 and Strongly Disagree= 1

No	Statement	5	4	3	2	1
C1	The use of suitable techniques by a project manager on a given project increases chances of attaining success.					
C2	Transformational leaders at ANML inspire their sub-ordinates to perform beyond their expectations					
C3	Leaders that apply principles of transformational leadership admired by their sub-ordinates					
C4	It is easier for a project manager to encourage his or her sub-ordinates to work hard beyond their capabilities.					
C5	One of the key elements of easing success of a given project is by being enthusiastically inspired.					
C6	Leaders that practice transformational leadership do encourage employees in an organization to always stay focused on their responsibilities.					

SECTION D: Extent to which transformative leadership impacts behavior of leaders and their sub-ordinates at ANLM

Kindly express you self to how much you agree or disagree with the following statements below.Indicate your choice by placing an [√] under your answer choice. Where; Strongly Agree=5, agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<u>No</u>	Statements	5	4	3	2	1
D1	Work at ANLL makes more sense due to the project managers that apply the principles of transformational leadership					
D2	The staff of ANLM feel that they have authority to perform due to transformational leadership					
D3	ANLM has found challenges functioning when project managers do not apply the principles of transformational leadership					
D4	Once the managers do practice transformational leadership there increases a connection between them and their sub-ordinates					
D5	The staff of ANLM desire to stay for many years at the organization since they are satisfied with the manner in which their managers relate with them					
D6	Transformational leadership helpsANLMmeet new challenges, such as during reorganization and strategic redirection					

Thank you

TIME FRAME OF WORK

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Approval of title	→							
Proposal writing		→	→					
Proposal defense				→				
Data collection and analysis					→	→		
Submission of full thesis for external review							→	
collection of external observations							→	
Adjustments and corrections as per external observations								→
Final thesis and viva voice								→