

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

**“Exploring the Construction Workers’ Perspective of Appropriate Leadership
Style for the Ghanaian Construction Industry and its Relationship to their
Attitudinal and Behavioural Pattern”**

by

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(BSc. Building Technology)**

**A thesis submitted to the Department of Building Technology, College of Art and
Built Environment in partial fulfilment of the requirements for the degree of
MASTER OF PHILOSOPHY**

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DECLARATION

I hereby declare that, this thesis submission is my own work towards the MPhil.

Construction Management and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university except where due acknowledgement has been made in the text.

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ABSTRACT

The construction industry plays a key role in advancing Ghana's economic and developmental progress. It is also true that projects in the industry involve different individuals who work together to achieve a specific task at a particular time period. Such situations make leadership a necessary resource in any construction organization that aims at the achievement of individual and organizational professional goals. This study explores leadership styles of project managers viewed as most appropriate for higher performance by workers/ employees in the Ghanaian construction industry. The focus is on the managerial grid developed by Robert Blake and Jane Mouton. The study further investigates project managers' views on construction workers attitude and maturity levels in the industry. Data from primary and secondary sources were used for the research. A detail review of related literature provided the secondary data while the primary data was obtained through a structured questionnaire targeted at construction employees and project managers in two foreign and two local construction firms in the Kumasi metropolis. The data was analysed through the use of descriptive statistics, mean score ranking and Relative Importance Index. The study showed that project managers in the construction industry exhibit team leadership, followed by Authority-Compliance and Middle-of-the-road Management. It was also revealed that employees preferred team management leadership as the appropriate style. However, their preference was comparatively found to be unsuitable for the kind of work attitude and maturity levels exhibited by the workers. Project managers indicated that employees do not work hard unless they are strictly supervised; absent themselves from work without seeking due permission from authority and like to attend social functions like "one-week" celebrations of deceased friends/relatives during working hours. An appropriate leadership style for them has therefore been proposed and called Philasternic leadership style. This style of leadership strives for the achievement of high productivity by consciously provoking in workers the sense of discipline while showing average concern for the development of interpersonal relationship. The study proposes ways to promote leadership development in the industry. One recommendation it makes is that, Ghanaian construction firms should invest more in leadership development programs. This study adds on to knowledge on leadership in the industry. The worth of the study is to

comprehend different leadership style practices in the construction industry and hence figure out the appropriate one needed for project success. Thus it gives information on how to improve leadership in the Ghanaian construction industry.

Keywords: Leadership, construction industry, leadership styles.

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DEDICATION

This project work is wholeheartedly dedicated to God Almighty, the Origin of true leadership.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Human resources are utilized greatly by the construction industry. It further encompasses materials and machinery that need to be managed well so as to deliver an anticipated outcome. The productivity of the people involved directly affects the quality of the project and the time it takes to complete it (Ofori, 2012). The whole effect is likewise extremely felt on the overall cost. Hence the better the output of workers, the better the outcomes obtained. Whereas this might be the common goal of all projects, definite significant effects, an important one which is leadership, impacts the overall productivity in terms of performance either negatively or positively (Ofori, 2012).

Every construction firm irrespective of being small or big requires managers and leaders for the successful execution of the firm and their projects (Kumar and Hsiao, 2007). Skipper and Bell (2006a) asserted that the necessity for enhanced leadership skills in the construction industry is receiving worldwide attention. Cassin and Asce (2003) stressed the problems faced by the construction industry by population explosion and information technology will, require good leadership and effective communication. According to Mawson (2004), the implementation of a strategic plan focusing significantly on the development of leadership, brings about finding, organizing, and motivating the “leaders” who will advance the construction profession through the boisterous and quick change which is anticipated to be felt in the future.

Site engineers, managing supervisors, and project managers on any construction venture need good interactive skills. It also involves understanding the needs of people and regarding their individuality (Gharehbaghi and McManus, 2003). Consequently, style of leadership is a crucial portion of construction management since it has an effect on the rate of performance. Appropriate leadership behavior impacts performance in a way that makes construction projects move on smoothly, allows subordinates and co-workers to be extra efficient, and increases productivity (World Bank, 2004). Limsila and Ogunlana (2008) opined effective management and leadership are indispensable for all construction related jobs and leadership conduct is a significant factor having substantial impact on the accomplishment of project management. Limited resources can be misused or greatly under-utilized on some projects through mediocre output of leadership (Gharehbaghi and McManus, 2003).

Limsila and Ogunlana (2008) additionally recommended that whereas effectual performance and good work outcomes from subordinates are necessary, this does not always occur. This is for the reason that people will usually respond finely to only appropriate leadership. It might be debated that appropriate leadership is a prime answer to the challenges of the construction sector (Ofori and Toor, 2012).

This research seeks to explore the construction workers' perspective of an appropriate leadership style for the construction industry in Ghana, that will enable workers on construction sites increase their performance and productivity levels to enable firms undertake works successfully. The focus is to identify the leadership style of project managers which will yield a greater positive response from their site professionals, artisans and unskilled labourers to perform better.

1.2 PROBLEM STATEMENT

Countless studies in developing countries demonstrate that project and business challenges occur often in the construction industry. Ofori (2012) also alluded to numerous failures in construction. He indicated the industry has been the focus of current condemnation due to its disintegration and bad performance on waste, excellence, finances, efficiency and safety. In addition, these letdowns can partly be blamed on ineffective leadership. In spite of the importance of leadership at various levels in the construction sector, leadership still gets scarce attention (Skipper and Bell, 2006b).

Several professionals placed in leadership position within the construction industry have the tendency to manage the projects deprived of consciously emphasizing on the type of leadership skill employed. They might not even be cognizant of the degree to which their leadership skills affect positively or negatively, the whole success of the project.

One gap found in literature has to do with understanding appropriate styles of leading in the construction industry in Ghana. No yardstick or standard of leadership style in the industry has been determined by which professionals measure against their level of performance (Ofori, 2012). The absence of such a standard appears to hide the benefits that could be derived if managers on site applied an appropriate leadership style that could increase performance. This research therefore seeks to explore the construction workers' perspective of leadership style/styles that are most suitable for encouraging higher productivity and performance of the workers on construction projects in Ghana.

1.3 AIM AND OBJECTIVES

1.3.1 Aim

This research aimed at exploring the construction workers' perspective of an appropriate leadership style that is most suitable for their higher productivity and whether that style is actually suitable or appropriate based on their work attitude and maturity levels on site.

1.3.2 Objectives

In a bid to attain the aim, these specific objectives were set:

- To identify the view of site workers about the leadership styles exhibited by their project managers;
- To identify the workers' preferred leadership style of their project managers, which will have a positive impact on their job performance;
- To identify the views of Project Managers about the general attitude of Ghanaian construction site workers
- To identify the perception of Project Managers on the job maturity level of Ghanaian construction workers and ;
- To determine the compatibility of the workers attitude/behaviour and maturity level towards work with their preferred leadership style

1.4 RESEARCH QUESTIONS

- What are the views of site workers about the leadership styles exhibited by their project managers?
- What are the workers' preferred leadership style of their project managers, which will have a positive impact on their job performance?
- What are the views of Project Managers about the general attitude of Ghanaians who work on construction sites?
- What are the perceptions of Project Managers on the job maturity level of Ghanaian construction workers?
- Is the preferred leadership style proposed by the workers appropriate to their work attitude and maturity levels?

1.5 SCOPE OF STUDY

The geographical scope of this study was Kumasi, the capital city of Ashanti region of Ghana. The contextual scope consisted of project managers and workers in local and foreign construction firms currently undertaking projects in the city. Kumasi was chosen because it is the largest and most populous city after Accra and has abundant construction activities.

1.6 METHODOLOGY

Quantitative research strategy was used in this research. This approach built upon past works which have developed principles that helped to decide the data requirements of this particular study. Literature review was conducted and helped in developing questionnaires, which centered on the research aim and specific objectives to gather data

from the field. The respondents were required to rank each variable on a Likert scale. The research philosophies adopted enabled statistical tools such as descriptive statistics, mean score ranking and Relative Importance Index (RII) to be used for analyzing, interpreting data and discussing results. Relative Importance Index (RII) assisted in ranking known variables in order of importance and influence.

1.7 SIGNIFICANCE

Construction is seen as one of the essential wings that promotes development in any economy. This is especially necessary for developing countries, since their infrastructural needs tend to be higher as demand for office space, factories and accommodation increases. The quicker these needs are met, the quicker the tendency for a developing country to help attain the status of being developed. Such a target can be met if the project managers make the best use of the resources at their disposal. Thus making the best use of their machines and equipment, money and human resource is what will guarantee high successes of their projects. It is necessary then to utilize the features that can bring out the best of the most important resource available and which is, the human resource. That is why this research is necessary.

This research is very important to the construction sector since it will pose as a reminder of the performance driven appropriate leadership style in Ghana. In addition, the Government of Ghana will be one of the fundamental beneficiaries of the outcomes of this study as it will increase knowledge bringing about effective leadership of government projects. This study is finally going to benefit the academia as the findings will contribute to knowledge and this will encourage others to engage in further research on appropriate leadership style for the construction industry in Ghana.

1.8 ORGANIZATION OF STUDY

This study consisted of five major chapters. Chapter one presented the introduction. Chapter two presented literature related to the study. The discussion on the methodology was conducted in Chapter three while the results and discussions were presented in Chapter four. Chapter five comprised the summary. A conclusion was also drawn and recommendations made in this same chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The preceding chapter captured the introduction on leadership styles which included the problem statement, aim and specific objectives, scope, research questions and research methodology. This chapter starts with pertinent review of literature on the leadership styles. It also delves into leadership traits and competencies.

2.2 LEADERSHIP

Fiedler (1967) advocated that "leadership behaviour refers to specific actions of a leader when guiding and directing the work of members of his group". According to Burns (1978), leadership refers to mutual practice of organizing people having definite intentions and values, numerous political, economic and extra resources, in perspective of conflict and competition, so as to realize goals autonomously.

Bennis (1989) explained leadership as capability to produce a convincing vision as well as transform it into accomplishments and maintain it. Yukl (1989) defines leadership as inducing task strategies and objectives, prompting dedication and agreement in job conduct to attain these purposes, impacting group conservation and documentation and impelling the values of an organization. Figure 2.1 below indicates the functional leadership model while Figure 2.2 illustrates what leadership involves.

The functional leadership model

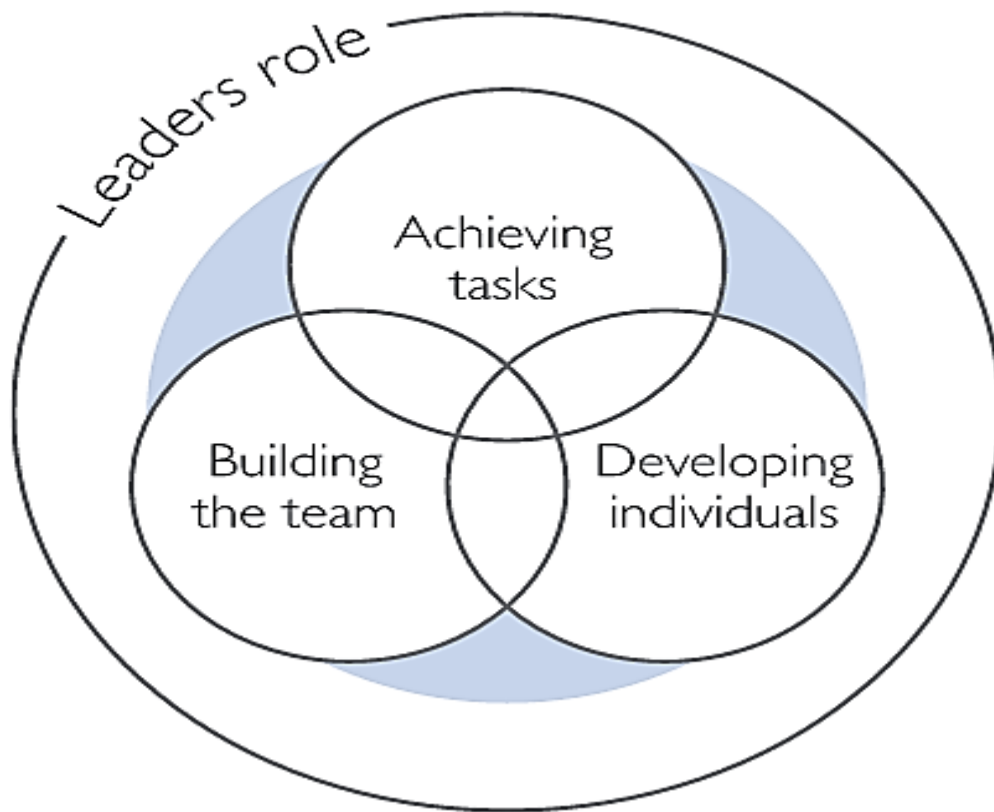


Figure 2.1 The functional leadership model
Source: Adair (1973)

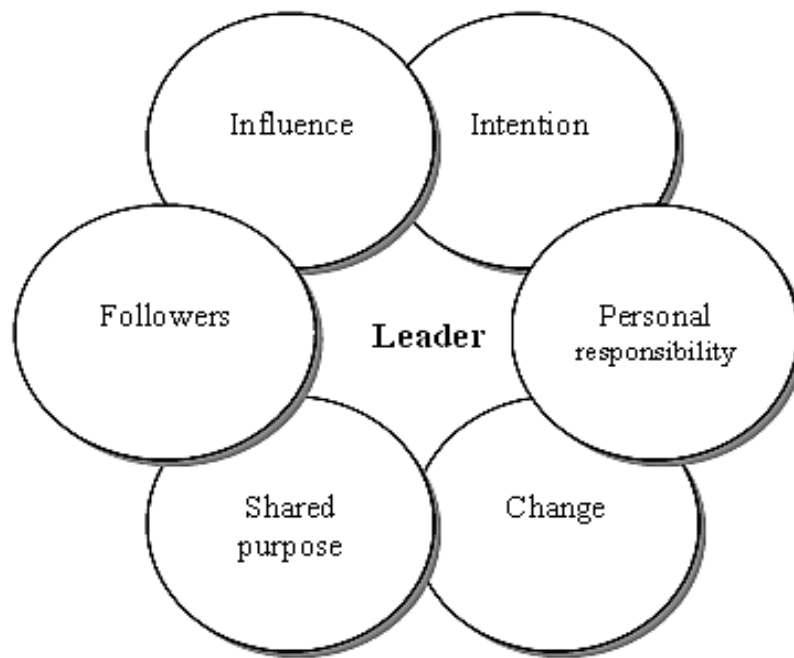


Figure 2.2 What Leadership Involves

Source: (Lim and Daft, 2004)

Further explanations include Bass (1990), who explained leadership as "the main self-motivated strength that inspires and organizes the business in the achievement of its goals". Gardner (1990) explains leadership as the practice of persuading. For example where an individual encourages an assembly to follow objectives set by the leader and followers. Chemers (1997) opines that leadership is a practice of societal impact where a person is capable of soliciting the backing of others in order to attain a collective chore. Lastly, Vroom and Jago (2007) explained leadership as the procedure of rousing individuals to work collectively for the achievement of greatness. Figure 2.3 is the four critical processes of leadership and Figure 2.4 is a basic conceptual structure for perceiving Leadership

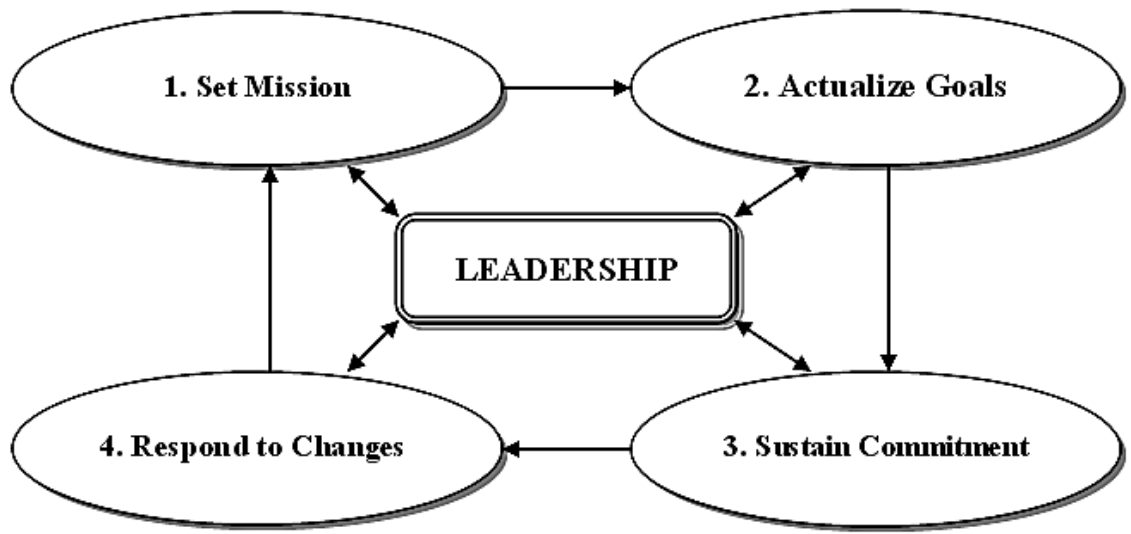


Figure 2.3 Four Critical Processes of Leadership

Source: (Raelin, 2003)

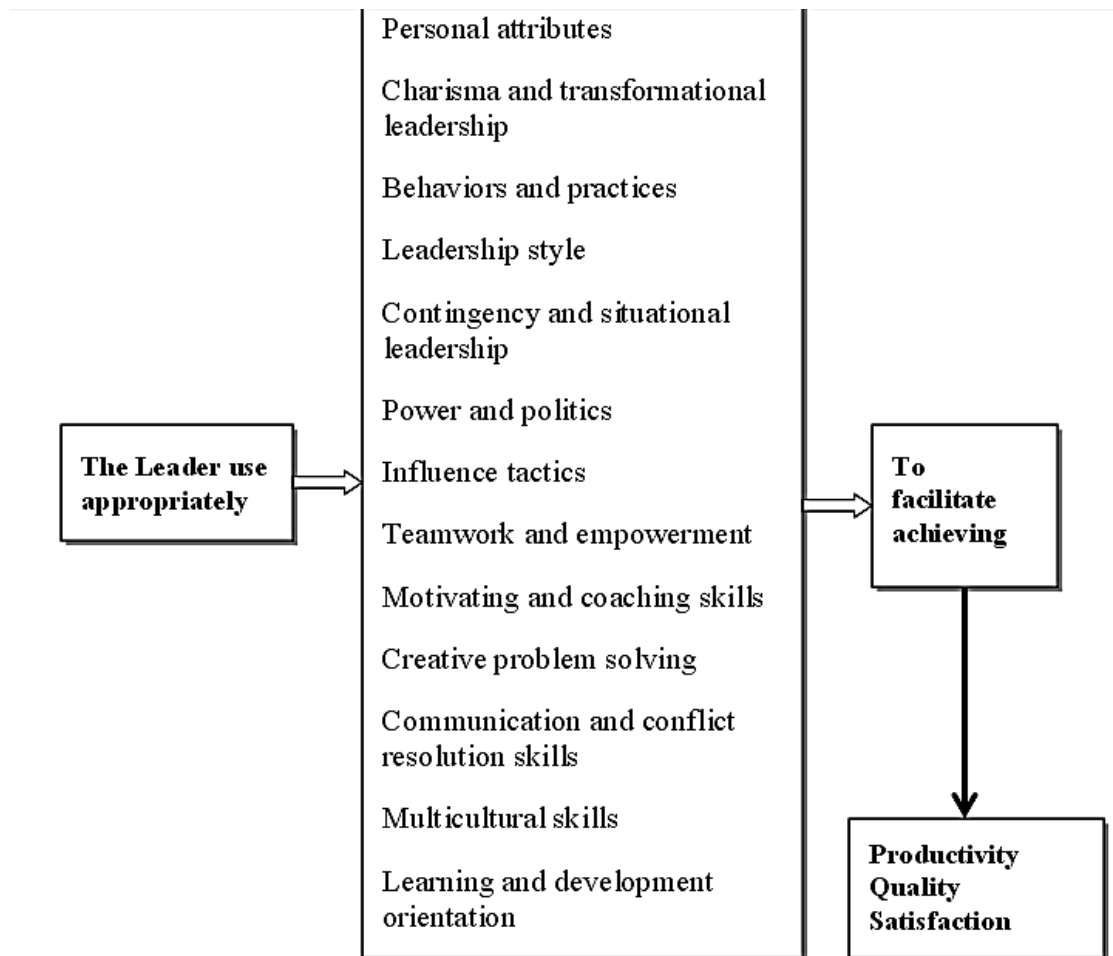


Figure 2.4 Framework for Understanding Leadership

Source: (DuBrin, 1995)

2.2.1 Approaches to Leadership

A short analysis of some past works is undertaken for this research, containing definite studies through the time of scientific management around the 1900s, the trait and contingency theories that triumphed in the 1950s, the charismatic theory of leadership, which appeared during the latter part of the twentieth century (Goethals *et al.*, 2004).

2.2.1.1 Scientific management and trait theory

Earlier analyses of leadership distinguished between the features of the leader and supporters. Frederick Taylor concentrated on responsibilities, along with productivity and elucidated that the finest way to improve effectiveness was to develop employees' methods and techniques. Persons were seen to be instruments to be exploited by leaders and the firm was seen to be a great, well-organized and planned device (Mayo, 1933). Elton Mayo plus his contemporaries established the human relations association that focused on concern for associations.

The fundamental supposition of the trait theory on leadership is the fact that leaders are given birth to having definite characteristics, with which they use to improve performance and leadership. These characteristics comprise inherited money, personality features, skills, social standing, physical features, and capabilities. The aim of the trait theory existed to formulate a dominant traits list eventually resulting in a perfect leader. According to a research by Stogdill (1948), pertinent traits encompassed initiative, intellect, attentiveness to needs of others, persistence in managing problems, comprehension of the task, self-assurance and a craving to take charge. Nonetheless, Stogdill identified some difficulties regarding master-list attitude and contested that not any common traits were vital to be a leader and that the traits changed depending on the supporters' activities, characteristics, and objectives. Recently, Zaccaro (2007) campaigned for the trait approach and supplemented writings on traits. It is proclaimed that traits are substantial antecedents to effectual leadership and, amalgamations of attributes and traits are better leadership forecasters as compared to autonomous contributions from manifold traits.

The traits theory

In the 1900s, a notion was developed which said some people were born leaders (Northouse, 1997; Bryman, 1992; Bass, 1990). This was the genesis of the trait theory. Such people were expected to possess certain personal traits which would distinguish them from non-leaders. These characteristics include among others; self-confidence, intelligence and appearance (Northouse, 1997). Stogdill (1948) highlighted some eight traits under this theory. They are: initiative, intelligence, alertness, self-confidence, insight, responsibility, persistence, and the skill of being sociable. Lately, Yukl (1998) suggested that the theory consisted of a combination of individual qualities such as personality, a person's motives and values. Daft (1999) in his classification placed the ordinary traits of leadership into four groups: social, personality, physical and ability. A report was made by Stogdill (1974) that leaders can be identified from followers through the traits theory and that, it can also be used to assess how effective leaders were. Hence the inference could be made that by this theory, character variables are treated as overriding of efficiency of leadership. Even though the theory survived for years, it has also attracted some condemnations. One researcher; Lucas (2008) critiqued this theory. He argued that accomplished leaders are not defined by only having a set of traits. In addition, Daft (1999) inferred that personal traits do not work unaided in differentiating effectual leaders from those who are not. Some of the criticisms that the traits theory drew are stated as follows:

1. It did not succeed in categorizing traits that differentiated well performing leaders.
2. Many other traits introduced by scholars made the list seem endless.
3. It was linked intensely to the concept that 'leaders are born' hence the link was to traits instead of situations.

2.2.1.2 Contingency, charisma and authenticity

Concepts related to contingency came about from persons who contemplated on the condition in which leadership is implemented. The theory developed by Fielder (1967) forecasts that relationship-oriented leaders are better effectual with intermediate situational control while assignment-inclined leaders are further effectual in low and high control circumstances (Avolio, 2007).

"Charisma" is a Greek expression denoting "divinely motivated skill". Charisma is a personal temperament feature that separates one from other humans and the individual is seen as gifted with superhuman and extraordinary supremacies or potentials (Weber, 1968). House (1977) postulated that leaders who are charismatic possess a solid effect on the feelings and self-esteem of followers, which affect motivation. As soon as followers are persuaded of the philosophy of the leader, they enthusiastically follow the leader, become completely immersed in the job and copiously submit to the leaders' instructions (House, 1977). An inadequacy in House's original model was the uncertainty concerning the inspiration process. House *et al.* (1991) offered a further comprehensive idea, which explained charismatic leadership as: impact on followers, leader disposition and conduct; and eyewitness attributions of charm to leaders. Firstly, charismatic leadership is defined as a collaborative progression between leader and followers. With time, the followers grow wholehearted approval and submission of, faith in and assurance to their leader (George, 2003). The authentic leadership concept emphasizes personality authenticity, self-regulation, self-awareness, truthfulness to individualism, honest principles, certainty of beliefs, knowledge pragmatism, reliability of vision, truthful actions and frankness to criticism (Walumbwa *et al.*, 2008; George and Sims, 2007). According to Avolio (2005),

these features may depict definite features from other leadership theories, but realistic leadership protagonists debate it is different compared to different methods of leadership. These features propose that authentic leadership is essential for administrations nowadays, due to the challenges they encounter (Avolio, 2005).

Contingency theory

Contingency philosophies clarified leadership features centered on a leader's conducts and relations concerning different circumstances (Yukl, 2002). This theory's main area of focus is leadership style corresponding to varying circumstances. A leader can be seen to be effective in certain situations whereas he may not be effectual in other situations. Work done by researchers in this area have resulted in the advancement of four contingency theories namely:

- a. The contingency theory by Fiedler (1967)
- b. Democratic and autocratic leadership theory (Tannenbaum and Schmidt, 1973)
- c. The theory on situational leadership developed by Hersey and Blanchard (1969)
- d. The House and Mitchell's Path-Goal theory

The Fiedler's contingency theory

Fiedler's theory talks about relations of management behavior in its response to a situation occurring at a particular time (House and Aditya, 1997). It contemplates the fact that a leader's efficiency is contingent on the associations with the supporters, the nature of job and the amount of power (Fiedler and Leister, 1977). This implies the leadership style hinges on the condition that the trailblazer works within. Managers are regarded by this theory to be task focused or relationship focused (Fiedler and Leister, 1977).

The autocratic vs. democratic theory

The autocratic versus democratic theory stipulates that autocratic leaders incline to make judgments devoid of including followers and associates while democratic leaders inspire follower's contribution in the process of making decisions (Tannenbaum and Schmidt, 1973). This contribution depends typically on three factors. The primary factor is the leader ideals of trusting in; contribution and reciprocal assurance with the contributing followers. Next, the involvement rests on the beliefs of the followers in accepting the objectives of the association and their capability to deal with the values. Lastly, it deals with the kind of organization and organizational features like efficacy and philosophy. Autocratic leaders are linked with task focus whereas democratic leaders incline to perform as relations-focused (Tannenbaum and Schmidt, 1973).

Situational Theory

Hersey and Blanchard (1969), started work on the Situational theory and it has since gained attention in leadership studies. Researchers have focused on it and made useful inputs towards its developement. In brief, it gives consideration to two main notions which are; circumstances and member's features. And these are supposed to define the efficiency of leadership. The consciousness of leaders about their present condition that they job in is a crucial factor in their efficiency (Pierce and Newstram, 2003). This theory is dependent on contingency theory in that all situations require exact leadership style. Followers in some firms might possess dissimilar values, attitudes, involvements and diverse levels of organizations. Consequently, this situation demands that leaders must

comprehend these differences. Leaders may incline to syndicate styles when addressing different members' individualities in dissimilar instances.

Path-Goal Theory

Path Goal Theory was originally presented by House and Mitchell (1974) to define how leaders can efficiently impact followers. A main feature in this instance, is the need for leadership to show much care for members in order to attain organizational objectives and goals (Robbin *et al.*, 1997). Howell and Shea (2001) recounted that the leader actions please members if the actions impact absolutely on the directed goals and additionally inspire the participant's self-confidence concerning attaining these goals. The main focus of leaders should be to find the appropriate behaviors that match organization's needs. They then attend to the role of leading them all on a track towards precise goals. Leaders have to get rid of obstacles on the path and evaluate the members to attain the objectives (House and Mitchell, 1974).

The styles of leadership found typically well-suited to the Path Goal theory are participative, supportive, directive, and achievement oriented styles (Silverthorne, 2001). They can be defined as:

1. Directive leaders direct followers by explaining what they are permitted to do.
2. Supportive leaders are better defined in the supportive facet to the wants and the fulfillment of the followers.
3. Participative leaders inspire members to partake in decision making.

4. Achievement oriented leader is categorized primarily as enlightening the organizational performance and being concerned about great standards by exhibiting self-assurance on members.

2.3 MANAGEMENT VERSUS LEADERSHIP

Management and leadership are different notions. Countless studies separate the two. The expressions ‘leaders’ and ‘managers’ are frequently used interchangeably, even though there exists major variances between the two.

Managers can be characterized as persons who emulate, create concise targets, create short term choices, resolve short-term difficulties and act right. They hire the “solid” skills like directing, planning and organizing. Leaders conversely, use many “soft” skills. They lead and direct persons; impact thoughts and conducts; inspire; encourage working to attain goals; undertake risks; modernize; possess a long-term perception; produce visions and act rightly. Mostly, managers are chosen while leadership has to be earned. Table 2.1 below shows the difference between leadership and management and Figure 2.5 team leadership roles.

Table 2.1 Leadership versus Management

Activities	Leadership	Management
Creating an Agenda	Establishes direction: develops a vision and the strategies needed for its achievement	Plans and budgets: establishes detailed steps and timetables for achieving needed results; allocate necessary resources
Developing a Network for Achieving the Agenda	Involves aligning people: Communicates direction by words and deeds to all those whose cooperation may be needed to help create teams and coalitions that understand the vision and strategies, and accepts their validity.	Organizes and staffs: Establishes structure for achieving the plans; staffs; delegates responsibility and authority for implementation; develops policies and procedures to guide people; creates monitoring systems
Execution	Motivates and inspires: Energizes people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic human needs.	Controls and solves problems: Monitors results against plans, and then plans and organizes to close the gap.

Source: (Kotter, 1990)

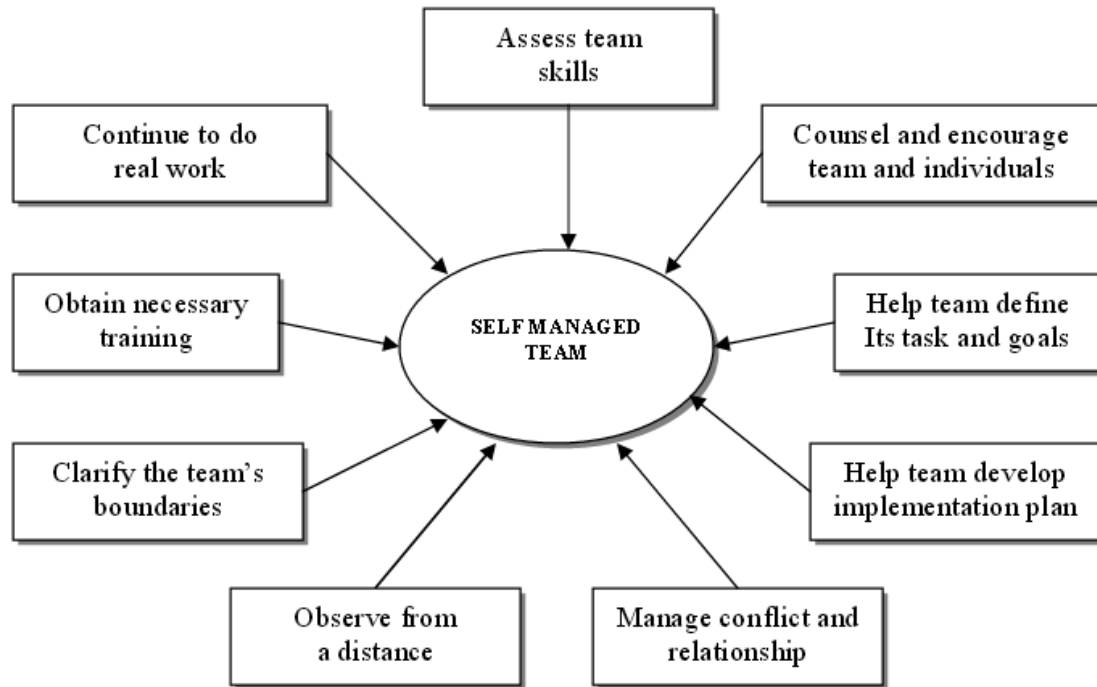


Figure 2.5 Team Leadership Roles

Source: Nahavandi (1997)

2.4 LEADERSHIP AND CONSTRUCTION

From the preceding explanations, leadership is a basic feature for triumph in any task which comprises teamwork within a collection of people. Leadership is very indispensable in the construction industry, (Odusami, 2002; Long *et al.* 2004). Thamhain (2003) emphasized the significance of the leader in generating a caring work atmosphere. According to Munns and Bjeirmi (1996), the accomplishment or disappointment of projects is extremely reliant on the leader. Effectual leadership of the countless participants in construction ventures could help in harmonizing their objectives and thwarting misunderstandings (Skipper and Bell, 2006a; Chinyio and Vogwell 2007). Toor and Ofori (2008a) list existing and evolving leadership problems, which are industry specific, common to companies (Toor and Ofori, 2007). Countless studies on

industrialized countries (Arditi *et al.*, 2000) and emerging nations (Enshassi *et al.*, 2006; Jannadi, 1997) illustrate the fact that both project and business failures are frequent in construction. Toor and Ogunlana (2008a) detected that the main challenges that building projects normally face in Thailand comprise poor procurement organization, insufficient resources, inconsistencies concerning design and building, insufficient project management performances, communication problems, cultural issues, order variations and variances in the member interests. Concerning Malaysia, it was established that the excellence of leadership was substandard for contractors who embark on communal construction ventures (Abdul-Rahman *et al.*, 2007).

The Characteristics of Construction and Leadership Effects

The construction sector needs better leadership than, debatably, any other industry. According to Hillebrandt (2000), several explanations account for this feature in the construction industry and created products (Hillebrandt, 2000). Firstly, construction jobs exist as huge and strictly multifaceted. In addition they need a mixture of specialized expertise. Secondly, projects are characteristically costly and the stock of structures epitomizes a great quantity of a nation's reserves (Hillebrandt, 2000). Thirdly, the structures take long to finish and comprise many distinct activities, which escalates the definite time associated risks and worsen difficulties with communication, and the capacity to accomplish an extensive array of risks. Lastly, construction projects pose severe consequences for the safety and health of the workers involved, and the general public (Hillebrandt, 2000). Therefore, diligence and expertise are essential precautions. Developing nations have a more pressing necessity for construction leadership. Foremost, developing nations account for more project inefficiencies, like time and cost overruns, deprived quality of work, technical flaws, poor resilience, and insufficient consideration

to health, safety, and ecological issues (Ofori, 2007). Secondly, the management of projects in such nations is associated with several difficulties, because of the nature of the businesses and their working backgrounds. Therefore, leadership must be a main feature in construction.

CONSTRUCTION LEADERSHIP GRID

a. AUTHORITY –COMPLIANCE

- Leader has strict rules, policies and procedures
- Punishment is used to motivate employees to be productive
- Main focus is to achieve high results

b. COUNTRY CLUB MANAGEMENT

- Leader is most concerned about needs and feelings of employees
- The work environment is very relaxed
- There is lack of direction and control

c. MIDDLE-OF-THE-ROAD MANAGEMENT

- Leader makes compromises of production and concern for people
- Average productivity is obtained
- Leader avoids taking high risk

d. IMPOVERISHED MANAGEMENT

- Leader sets no proper systems to get work done

- Leader avoids being held responsible for mistakes
- Leader shows laziness in his approach to work

e. TEAM MANAGEMENT

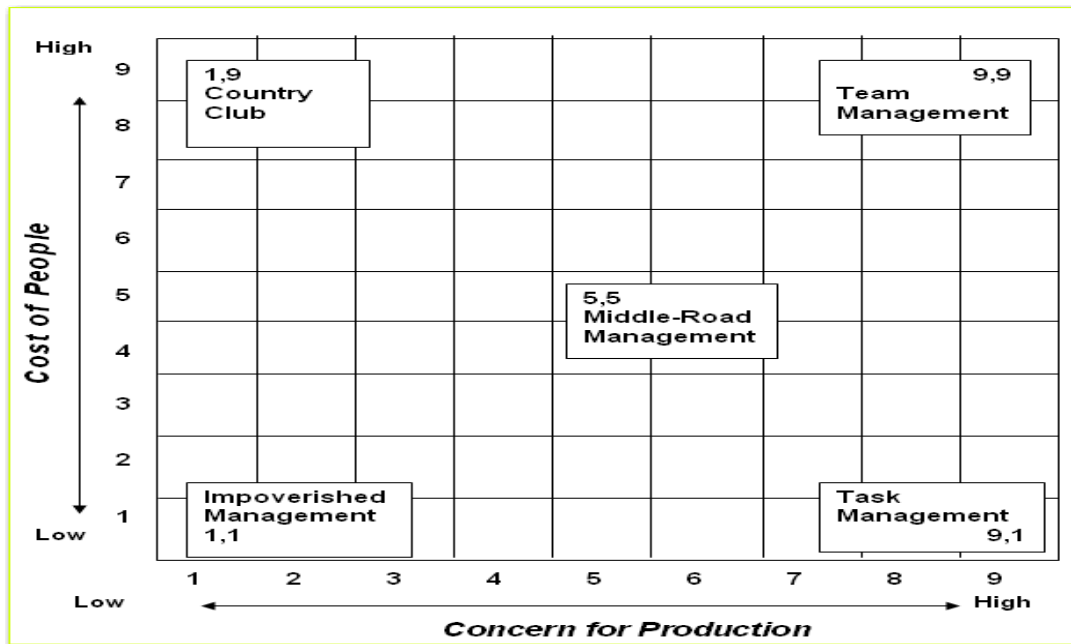
- Leader has high concern for people and productivity
- Leader strives to create an environment of trust and respect
- Motivation is high and high results are obtained

f. PATERNALISM/MATERNALISM

- Leader gives favours to get targets achieved
- Leader praises ideas that support them and discourage different views
- Leader commands and directs workers

g. OPPORTUNISM

- Leader exploits and manipulates workers
- Leader strives for results that offer him personal benefit
- Leader is less concerned about workers welfare



Construction Leadership/Managerial grid

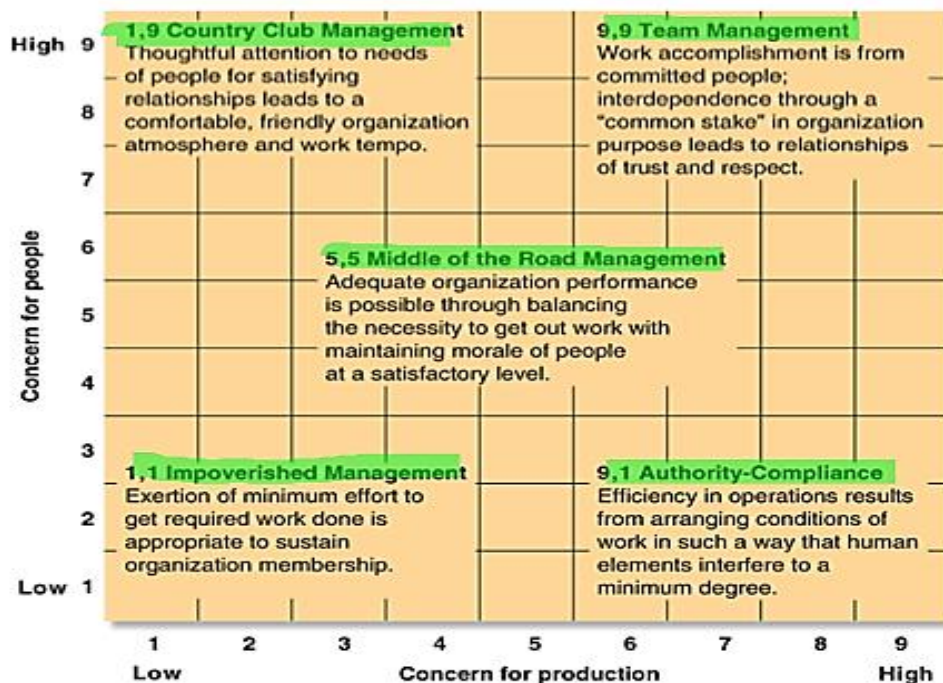


Figure 2.6 Construction Leadership/Managerial grid

Source: (Price, 2009)

The leadership grid is a graph consisting of quadrants four in number. The numbering on each axis span from 1 to 9. These numbers give indication of the extent of concern shown for either task or relationship accomplishment. Five main styles of leadership are identified when the scores of each axis are plotted.

Authority-Compliance: (9,1) This style is concerned with achievement of high results. Hence the workers are mostly treated as tools for getting work done. Very little or no concern is shown for their welfare and such a leader does not bother himself in developing any interpersonal relationship with the workers. Workers are only secured in their job to the extent that they are producing results. If they fail, they are easily replaced and or threatened.

Country Club Management: (1,9) Leaders in this category show high interest or concern for the workers and development of strong relationships much to the detriment of the achievement of results. They will avoid or try to minimize conflict by being agreeable most of the time and are not bothered with the attainment of high results. While they are liked by the workers, the job usually suffers.

Impoverished management: (1,1) The impoverished leader has low desire for attainment of goals and low desire to develop interpersonal relationships with the workers. His commitment level is low and he shows a lot of indifference to matters concerning the work or project

Middle of the road Management: (5,5) This style of leadership belongs to the compromisers. They will do enough to get by in development of relationships and

achievement of work results. They however do not aspire to attaining higher productivity or showing high concern for people. They could find themselves struggling to keep the balance of pleasing too many people while being pushed around.

Team Management (9,9): The team leader aspires for the highest attainment of results and relationships. He provides an environment that encourages workers to participate in decision making and other processes affecting the work. The workers enjoy high levels of motivation and feel they are important to the organization.

2.4.1 TRANSACTIONAL LEADERSHIP

The transactional leadership triggers several leadership prototypes that emphasise on interactions among followers and leaders (Northouse, 2001). This is an externally centered motivation route whereby leaders attain goals set, and followers obtain peripheral recompenses for work performance. A case in point of transactional leadership is a manager who offers rewards, like promotions, additional wage, and time off, for employees who exceed their targets. This form of leadership behaviours comprises cooperative setting of goals, dependent physical reward, contingent individual remuneration and special acknowledgement (Price, 2009). Transactional leadership denotes the exchange relationship amid leader and follower to fulfill self-interests (Bass, 1999). Transactional leadership is associated with attitudes and behaviors that underscore the superiority of exchange amid bosses and followers. This leadership form possesses three dimensions comprising:

Contingent Reward

Such leaders make an exchange of help for the effort of their workers and give them credit for achieving work objectives (Bass and Avolio, 2004).

Management by Exception (Active)

The leaders spell out and communicate the work standards to be observed. The workers may suffer disciplinary actions for breaking the standard (Bass and Avolio, 2004).

Management by Exception (Passive)

Leaders in this group do not provide much information on the job specifications and objectives of the works. The morals to be observed are not stipulated. Decisions to be taken by the leader are sometimes delayed till the situation gets bad (Bass and Avolio, 2004).

2.4.2 CHARISMATIC LEADERSHIP

Charismatic leadership is explained as a passion that kindles supporters' vigor and dedication, whereas creating effects outside normal duty (Price, 2009). These impacts are observed to possess a greater prospect of happening in demanding surroundings and circumstances in which followers expect leaders to take them from their problems (Northhouse, 2000).

2.4.3 TRANSFORMATIONAL LEADERSHIP

This leadership is essentially a progression of motivation where managers and leaders involve subordinates to generate a link that increases effort. Transformational leaders are focused on the requirements and motivations of supporters and help motivate them to mature onto good leaders (Price, 2009). This leadership style generates conviction and contentment and being with such leaders could give delightful and heartening experience

(Miller, 2006). They desire that their followers should flourish and they provide emotional inspiration. They show concern for the followers and inject liveliness and desire in all their activities. They develop and provide empowerment by encouraging their followers to be independent and confident (Bass, 1990).

2.4.4 DEMOCRATIC LEADERSHIP

Leaders who use this style offer direction but nonetheless allow the group to take its decisions. Explicitly, the leader inspires followers to define goals and actions, and rouses member's self-actualization and self-direction (Bartol *et al.*, 2003). Additionally, the democratic leader gives suggestions and underpins member's concepts. The democratic style backs the teamwork technique and continually trains and directs staff to accomplish the organizational objectives. This style is appropriate for personnel who like to partake in decisions making with their bosses. As opined by Price (2009), democratic leadership style is extremely good and appropriate for use in many organizations since the leader may get response from assistants.

2.4.5 LAISSEZ-FAIRE LEADERSHIP

As defined by Boonyachai (2011), this leadership style permits the group to mature on its own choices, as the leader has no real power. Specially, the leader replies questions, offers information, or provides support to the group. Additionally, the leader assesses and analyzes very little and is consequently not intimidating. This style advances a good affiliation between the leaders and the followers. The leaders can control followers effortlessly and can also use good authority over followers (Boonyachai, 2011)

2.4.6 AUTHORITARIAN LEADERSHIP

Authoritarian leadership stands on the opposite sides of democratic and laissez-faire styles. Such leaders are usually tagged as autocratic leaders. They make the rules of what is to be done, where and when it should be executed. Evans (2002), suggests that they create choices for followers without consulting them and accept responsibility for the outcome of the choices. Communication within the group is mostly directed to the leader as the followers rarely communicate among themselves.

This style is task-oriented because the organizational goals need to be reached as soon as possible. These leaders always make their own decision and do not allow their subordinates to participate in making decisions (Miller 2006). The authoritarian leadership style keeps a very close eye on all subordinates. However, a common belief of many authoritarian leaders including Adolf Hitler is that followers require direct supervision at all times or else they would not operate effectively (Evans, 2002). Figure 2.7 below illustrates three leadership styles

Authoritarian	Democratic	Laissez-Faire
<ol style="list-style-type: none"> 1. All determination of policy by the leader 2. Techniques and activity steps dictated by the authority, one at a time so that future steps were always uncertain to a large degree 3. The leader usually dictated the particular work task and work companion of each member 4. The domination tended to be "personal" in the praise and criticism of the work of each member; remained aloof from active group participation except when demonstrating 	<ol style="list-style-type: none"> 1. All policies a matter of group discussion and decision, encouraged and assisted by the leader 2. Activity perspective gained during discussion period. General steps to group goal sketched, and when technical advice was needed, the leader suggested two or more alternative procedure from which choice could be made 3. The numbers were free to work with whomever they chose, and the division of tasks was left up to the group 4. The leader was "objective" or "fact-minded" in praise and criticism and tried to be a regular group member in spirit without doing too much of the work 	<ol style="list-style-type: none"> 1. Complete freedom for group or individual decision, with a minimum of leader participant 2. Various materials supplies by the leader, who made it clear that information would be supplied when requested and took no other part in work discussion 3. Complete nonparticipation of the leader 4. Infrequent spontaneous comments on member activities unless questioned and no attempt to appraise or regulate the course of events

Figure 2.7 Three Leadership Styles

Source: (White and Lippite, 1960)

2.5 LEADERSHIP TRAITS

Jarad (2012) posited that, the correct task of leadership entails the capability to make change occur. Even though scores of research have been conducted on effective leaders, there is no certain consensus. Fundamentally, extraordinary leaders turn out to be a fine equilibrium between abilities, traits, sources of power, behaviours, and features of the situation. The expression trait has been the basis of significant ambiguity and

misunderstanding in literature, denoting occasionally and variously to temperaments, personality, abilities, and dispositions, as well as to any permanent qualities of the individual, comprising physical and demographic attributes (Bass, 1990).

According to Jarad (2012), leadership characteristics build on the rudimentary organizational skills by adding motivation and complex problem answering skills. Varying leadership traits are apt for diverse project types (Jarad, 2012).

Nevertheless, to comprehend the traits and behavior of a leader, it is imperative to look at their inborn features. Most noteworthy are physical stamina, energy level and stress tolerance. High vigour and stress tolerating ability aid in dealing with the fastness of current businesses (Ogunlana, 2008).

2.6 LEADERSHIP COMPETENCIES

Leadership competencies are usually recognized as incorporating skills knowledge, and behaviours that are linked to performance of job (Price, 2009). Emad (2014) avers that competency is an essential characteristic of an individual that causes effectual output in a work. A principal characteristic could be a trait, motive, skill, and aspect of a person's self-perception, social role or knowledge. The Project Management Institute (PMI) explains competency as a bunch of correlated attitude, knowledge, skills and other features that impacts a foremost part of one's occupation. This relates to performance on the job and can be measured compared to finely acknowledged standards and could be upgraded through development and training (Price, 2009).

Project management, strategic management, financial management skills are certain leadership competences in industry of construction. Beneath are some the leadership competencies found in the industry of construction.

1. Strategic competence

Strategic capability denotes a firm's capability to effectively engage competitive stratagems that enable it to persist and grow its worth over time. A strategic leader must offer a vision, lead the direction for firm and stimulate others to perform mandate of organization (Price, 2009).

2. Innovative

Leadership and innovation are thoroughly connected. Leadership continually has some emphasis on conveying a healthier future. These leaders are automatically innovators. As said by Emad (2014), innovation is the intent of passing into reality something fresh that can be continual and recurrent which has worth or usefulness.

3. Project Management

In management of project, the competent team leader will design, manage, observe and appraise precise undertakings so as to convey the anticipated outcomes and outputs. But capability is also reliant on the features of the project involved. For instance, a project manager who is capable of managing a domestic home edifice may not be capable of managing construction of nuclear power plant (Price, 2009). It is essential to remember that project management involves the capability to delineate milestones and tasks to attain objectives, while guaranteeing the optimum use of possessions to encounter those objectives.

4. Financial Management

In a study by Jarad (2012), he said a leader with this competence must comprehend the firm's monetary processes; design, defend and manage the programme budget; superintend procurement and contracting to realize anticipated results; observes expenses

and uses cost-benefit analysis to fix priorities. Besides, they budget, manage flow of cash, set up risk management and oversee tender procurement procedures in harmony with accepted monetary practices so as to guarantee the attainment of planned organizational objectives (Jarad, 2012).

5. Change Management

Leaders of projects should react to new rules, fluctuating economic situations and new advances in the construction industry. Due to the quickly changing exterior environment, it is progressively significant to appreciate how leaders forestall and apply change. A project leader starts; backs and defends organizational revolution and change so as to effectively implement fresh initiatives and provide service delivery obligations (Birkhead, 2000)

6. Knowledge Management

Information and knowledge management capabilities are prerequisite at some stage by everybody in information sharing administrations but the complexity and level necessary is reliant on their role. A leader possessing such competence recognizes and develops policies to inspire and allow cooperative working in the organization together with partners. According to Price (2009), a well-informed leader acquires, studies and encourages the generation of knowledge sharing and education so as to augment the joint knowledge of the firm.

7. Analysis and Problem Solving

The capacity to solve difficulties is an analytical talent that a leader must possess, especially in the construction industry that has numerous difficulties that need to be solved, like managerial problems or mathematical problems (Price, 2009). This leader

methodically recognizes and solves prevailing and expected problems so as to arrive at optimal solutions in an appropriate manner (Price, 2009).

8. People Management

Leaders possessing people management ability vigorously implement, and make sure team members comprehend and adhere to every company procedures, policies and guidelines. They manage and inspire people, boost their outputs and successfully manage relationships to accomplish organizational objectives (Khoza, 2006).

9. Customer focus

According to Emad (2014), maintaining and developing solid relations with clients is imperative. A project leader must cultivate trust and trustworthiness with the client. Besides, he or she should be eager and able to provide services well and efficiently so as to put the essence of client service into practice (Emad, 2014).

10. Communication

An effectual leader dispenses information and thoughts in a clear and succinct manner which is also suitable for the listeners in order to elucidate, coax, convince and encourage others to accomplish the anticipated results (Emad, 2014).

11. Conflict Management

Conflict management refers to the process of restraining the undesirable features of conflict while increasing its advantages. The objective of conflict management is to improve group and learning outcomes, together with efficiency or performance in administrative setting (Emad, 2014). A respectable leader uses appropriate interactive methods and styles to lessen tension or disputes between people (Emad, 2014).

2.7 LEADERSHIP EFFECTIVENESS

According to Rastogi and Dave (2004), effective leadership is, “the competency a leader has to accomplish a condition suitably, producing a good result or ability to accomplish the target of the activities and objectives set by organizations Cooper (2012)”

As stated by Price (2009), effective leadership is vital for effectual job performance in a characteristic construction venture environment where a great degree of indecision is met with the schedule, cost and scope variations of a project through the life cycle of the project. Ozorhon *et al.* (2008) believe that the efficacy of a leader is contingent on the leadership style. Accordingly, an effectual leader should select a style contingent on the demand and situation. Price (2009) asserts that, “for firms to recognize leadership efficiency practices, they need to adopt the fundamentals of having effectual leadership in a firm.

In a study by Cooper (2012), leadership efficiency is primarily the practicing of these values:

1. Building a joint mission, vision, and set of principles that aid persons come out with the best.
2. Creating a bold communication platform that inspires precise and authentic response.
3. Letting information be freely obtainable.
4. Maintaining respect and trust as custom.
5. Being patient and all-encompassing, demonstrate care for everybody.
6. Indicating ingenuity and readiness to learn.
7. Producing an atmosphere that kindles amazing performance.

According to Jarad, (2012), effectual leaders should grow subordinates in capacities of organizational behaviours, creativity, work engagement, ethics and trusting. When an effectual leader improves subordinates, there must be a quantifiable rising inclination in parts of performance in whatsoever responsibilities the leader and subordinates are involved in. Progressively, successful firms produce the request for leadership, and the fruitful deed of leadership needs task leaders to become extra open to their entire involvement of interpersonal relations at work. Furthermore, leadership efficiency is similarly about intellect and reducing individual confines and being open to fresh opportunities for producing an enhanced, pleasant and extra prosperous organization (Jarad, 2012).

As related by Emad (2014), construction is a persons' industry and there exists a linkage between leadership and construction productivity by workers. According to Atkinson (1999), the accomplishment of a task is typically detailed in relation to attaining three key objectives: completion within budget, timely completion, completion at the anticipated quality level. Therefore, good supervision and leadership in construction projects improves the efficiency through declining manufacture costs, decreasing time needed for the job, enhancing profit, improving the value of product and improving the use and preservation of resources (Emad, 2014).

2.8 CONSTRUCTION LEADERSHIP IN GHANA

The construction profession influences the social and economic progress of a nation. Consequently, the deeds of the industry possess a lot of importance to the accomplishment of nationwide socio-economic development objectives of giving

employment and infrastructure. The industry therefore embraces enormous potential for interesting growth, enhancing exports and creating employment (Osei, 2013).

The construction industry in Ghana is also crucial to the financial wellbeing of the nation. It is an important sector in producing or generating new prosperity and worth to encounter other monetary and societal targets in the state (Ahiaga-Dagbui, *et al.*, 2011).

It has made substantial impact to both manufacturing output and total Gross Domestic Product (GDP) in Ghana. With allusion to accessible nationwide data, the effect of the construction sector is considerably greater; as well as sections of the quarrying, manufacturing, electricity, mining and water sectors (Osei, 2013). Likened to other sectors, the Ghanaian construction sector is low technology intensive. The financial success of the construction sector is strictly tied to leadership since it involves a lot of labour. The successful and effective execution of construction jobs depend on the excelling quality of employees from the technical, professional and supervision stages from commencement of projects, through to design and implementation to conclusion (Ofori, 2001). The Ghanaian construction industry has an urgent necessity for leadership advancement. Furthermore, there is no statutory support to endorse and carry out the progression of experience, skills, and professionalism in the Ghanaian construction industry (Ofori 2003). A great percentage of construction jobs embarked on in Ghana exceed the cost and time limits set by the parties (Erkelens *et al.*, 2008). Countless studies on developed states and emerging nations demonstrate that both project and business failures are collective in construction (Arditi *et al.*, 2000). Bjeirmi and Scott (2007) stated that the good scheme and construction is needful for successful project. Calls for a Construction Development Board for Ghana are pertinent, due to fruitful instances in

other nations: the National Construction Council (NCC) of Tanzania, the Building Construction Authority (BCA) of Singapore and the Construction Development Boards (CIDB) of Malaysia and South Africa. Ofori (2012) noted project leaders in the Ghanaian construction are professed to be effectual in the total performance of their leadership responsibilities by means of a combining transactional and transformational leadership styles in the implementation of their responsibilities. They were seen not to be undertaking enough when it related to utilizing their authority and authorizing others to act. Table 2.1 below shows leadership components in developing nations.

Table 2.2 Construction Industry Leadership and Components in developing nations

Component	Potential of Leadership	
	Necessary Action	Leadership Tasks
Technology development	Appropriate research and development to develop locally suitable technologies and foster innovation, transfer and diffusion of technology	Strategy formulation (including identification of need), monitoring, feedback and review
Corporate development	Fostering the continuous growth and prosperity of contracting and consulting firms in the construction industry, formulating and implementing programmes for developing construction enterprises	Effective corporate leadership, including strategy formulation and implementation, continuous business development, formulation and implementation of national policies, monitoring and feedback
Institution building	Building professional institutions and trade associations, creating umbrella groups for these entities to provide a common voice in the construction industry and establishment of a dedicated industry development agency	Leading the institutions to be a force for progress, engendering ethics and professionalism, strategy and policy formulation for collective championing of industry development
Materials development	Development of appropriate materials and components for economic, environmental, social and technical sustainability	Similar to and to be coordinated with technology development

Source: (Lim and Daft, 2004)

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

Chapter Two was the literature review of the study. Chapter three explains the methodology aspect of the research. The research strategy, techniques, design and methods are also discussed including the gathering, analysis and presentation of data gathered in addressing the aims and objectives of this study. This chapter also explains the determination of the sampling size, sampling population and data analysis method.

3.2 RESEARCH APPROACH

3.2.1 Philosophical Thoughts

There exist some thoughts that buttress the philosophical point of a research. A lot of views abound concerning the thoughts and the argument lingers among researchers on which positions best represent an apt research approach and design. The two focal philosophical thoughts of research include ontological and epistemological thoughts (Bryman 2004).

3.2.1.1 Ontological thoughts

Ontology comprises the rational examination of the various states in which things are supposed to be, and the characteristics of countless beings that exist. The two positions in ontology are the relativist and realist. The thought supporting this study at the ontological stance is the realist stance. The realist position on an ontological stage concludes the outside world encompasses of preexistent rigid and real structures. This structure exists autonomously of a person's skill to obtain understanding. This stance is applied and not

concerned with intangible interpretation of life (Bryman 2004). The relativist assumes that multiple realities of realisms as subjective creations of the intellect. The discernment of realism is absorbed by informally transmitted expressions and differs depending on culture and language (Bryman 2004).

At the ontological level, this research adopted a realist position. This is because variables were largely existed in literature. Also, this research understood the work to be carried out as practical and not abstract.

3.2.1.2 Epistemological thought

Epistemological issues are concerned with the question of information suitability in a field. Epistemological position could be positivist or interpretivist. The positivist epistemological position supports applying regular sciences method to the learning of social realism. The investigator could consequently be objective from a disconnected stance of the research location (Bryman 2004). Interpretivist epistemological stance is opposing to positivist and henceforth vital to the use of scientific model to collective study. Knowledge and interpretation are from the researcher's viewpoint (Bryman 2004). Epistemologically, this study adopted positivist tradition. Positivist makes it possible to establish the convergent of the study in relation to the literature and theory. This will make it possible for the study to be replicated with relative ease if necessary. In the view of positivists, facts that are verified and piled up help us to confirm scientific knowledge.

3.3 RESEARCH STRATEGY

It is the method whereby the research objectives are interrogated. Quantitative and qualitative research are the two acknowledged strategies used, which vary in several ways but can supplement each other (Neuman, 2003). The decision to use a specific

strategy is contingent on the resolution of the research, the kind and accessibility of data for the study (Naoum, 2002). The study uses quantitative strategy. The two focal research strategies are explained below.

3.3.1 Quantitative research

Quantitative research adopts a logical and deductive approach. This strategy uses scientific and statistical methods to categorize facts and causal relationships. It follows the performance and rules of normal systematic model and principally, positivism; and viewing social realism as a peripheral, unbiased reality (Bryman, 2004). This research is objective by nature and built on testing a theory or philosophy made up of variables (Naoum 2002).

The uses of quantitative research strategy as suggested by Naoum (2002) are:

- ☐ discovering facts concerning a question or a concept and
- ☐ gathering accurate evidence and study the relationships between the facts so as to test a particular theory or hypothesis.

3.3.2 Qualitative research

As inferred by Frechtling and Sharp (1997), qualitative research is inductive. It highlights words rather than quantification in assembling and analyzing data (Patton, 2002). This type of research is independent by nature and is investigative and attitudinal (Sherif, 2002). Qualitative investigators regularly rely on interpretative social science and use a nonlinear research track. The language of this strategy is contexts and cases (Neuman, 2003).

Qualitative research main steps are not linear and the focus of its questions are on matters of theory which essentially steer the information gathered and analysed.

According to Bryman (2004), the strategy may be used when:

- there is no existing research data on the topic and the most appropriate unit of measurement is not certain; and
- the concepts to be researched are assessed on a nominal scale, with no clear demarcation and involve exploring behaviour or attitudes.

The quantitative strategy was used in this research. This was for the reason that it is deductive and therefore connected with confirmation of theory and testing of hypothesis, utilizes questionnaires and current data.

3.4 DATA COLLECTION AND INSTRUMENTATION

3.4.1 Questionnaire Design

Questionnaires are a formal group of questions that assist in getting information from respondents. In questionnaires, the questions can be open-ended, close-ended or a mixture of both (Frazer and Lawley, 2000). There exist four ways of sending out questionnaires: mail questionnaires, telephone questionnaire, internet questionnaire and personally administered questionnaire. To be able to attain the aim and specific objectives of the study, two elaborate sets of questionnaires were developed. One set was for the employees and the other set was for the project managers. The employees' questionnaire was made up of questions on respondent profile; leadership style employed by project manager and preferred leadership style. The questionnaire for the project managers sought to find out about the attitudes of Ghanaian workers. Likert scale with

scores ranging from 1-5 was used. The data was ordinal and 1 represented not high; 2 represented less high; 3 represented averagely high; 4 represented high and 5 represented very high.

3.4.2 Research Areas

Two foreign and two local contracting firms in Kumasi formed the sampling unit. The local firms are Geofra Construction Limited which is building student hostels for SRC at KNUST and Consar Limited which is building student hostels for GUSS at KNUST. The foreign companies are WBHO which is building the Kumasi Mall at Asokwa and Babisotti Limited which is building a Military Hospital at Afrane.

Local and foreign companies were chosen to compare data on their styles of leadership since there is the general anecdotal belief that foreign companies perform better than their local counterparts.

3.4.3 Sampling Technique

Sampling procedures inform on how the segment of the population was selected. Purposive sampling, which is a non-probability sampling technique, was used to select two foreign and two local contracting firms in Kumasi to form the sampling unit. These sites are all D1 building contractors in Kumasi. The reason for selecting this class of building contractors was because they are reputable and well organized companies with their offices easy to locate and also due to the large size and type of projects they undertake. In administering the questionnaire to the workers on the selected sites, the employees working under the Project Managers were selected through random sampling. In the case of the Project Managers however, census for small populations was used to administer the questionnaire to them.

3.4.4 Pilot study and Instrument Administration

A pilot study was conducted with one Construction Company by name Messrs Berock Ventures Limited at the Exams Block Site in the Kwame Nkrumah University of Science and Technology. All the questionnaires for the research were self-distributed by hand to the Project Managers and employees on the construction site for sufficient feedback. Those that were filled immediately were retrieved and the rest were later submitted.

3.5 SAMPLING PROCEDURE AND SIZE

The population of workers for the local construction sites is 200 and the population of workers for the foreign construction sites is 220. Therefore the total population of workers for both sites is 420.

The sample size of the workers was calculated using the formula by Israel (1992):

$$n = \frac{N}{1 + N(e)^2}$$

With n being the sample size, N being the population size and e being the desired level of precision ($\pm 5\%$) at 95% confidence interval.

$$n = \frac{420}{1 + 420(0.05)^2}$$

$$n = 204.878 \approx 205 \text{ workers}$$

From this calculation, questionnaires were administered to 205 workers located within these local and foreign construction sites.

Table 3.1 Population of workers and sample size

SITE	POPULATION OF WORKERS	SAMPLE SIZE
Local sites	200	98
Foreign sites	220	107
TOTAL	420	205

Project managers were chosen using census for small populations. The total number of project managers on the four sites were eight (8) and questionnaires were administered to all of them. This approach was used because research has proved that it decreases sampling error and gives data on every individual in the population (Israel, 2009).

3.6 DATA PREPARATION AND STATISTICAL TOOLS INTENDED FOR THE ANALYSIS

Bryman (2004) explained that there is need to first of all categorize kind of variables to assist in identifying the analytical methods to be used. Individual responses were accumulated into larger units and were sort out and entered into Statistical Package for Social Scientists (SPSS). Statistical tools were descriptive statistics and Relative Importance Index (RII). Presentations were done using Microsoft Excel. Relative Importance Index (RII) was used to rank the identified variables where, W = the weighting given to each cause by respondents, ranging from 1 to 5, A = the highest weight (i.e. 5 in the study), N = the total number of samples. This was utilized in rating the variables with regards to level of importance.

$$RII = \frac{\Sigma W}{A*N}$$

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter gives explanation on the data and its analysis and the results are discussed. This follows the successful introduction of the research, review of pertinent literature and explaining of the research methodology. A software working tool used is the Statistical Package for Social Sciences (SPSS v 20). The respondent profile is analyzed using descriptive statistics and the specific objectives are analyzed by way of Relative Importance Index and mean score ranking.

4.2 ANALYSIS OF DEMOGRAPHIC DATA (FOREIGN CONSTRUCTION SITES EMPLOYEES)

In this section, the results of the descriptive analysis of the employees of the foreign construction sites are provided. This was to aid in comprehending the respondents profile. The significance of being aware of the work history of the respondents is to help generate confidence in the reliability of data collected.

Out of the 98 questionnaires distributed to the employees, 71 were filled and retrieved. This represents 72 percent of the total. And they consequently constituted the foundation of the entire findings in the research, presented in the analysis.

4.2.1 Professional background of respondents

In this part of the questionnaire, effort was made to identify the respondents' professional background. Table 4.1 below indicates that, two of them representing 2.8% are engineers

while another three constituting 4.2% are quantity surveyors. In addition, twenty two respondents representing 31% are tradesmen. Thirty three respondents representing 46.5% which is the majority are unskilled labourers. The remaining eleven respondents representing 15.5% are into other professions. The inference made is that these sites have a mixture of unique professionals, which is good and lends credence to data collected.

Table 4.1 Professional background of respondents

	Frequency	Percent	Cumulative Percent
Engineer	2	2.8	2.8
Quantity Surveyor	3	4.2	7.0
Tradesman	22	31.0	38.0
Unskilled labourer	33	46.5	84.5
Others	11	15.5	100.0
Total	71	100.0	

Source: Author's fieldwork (2016)

4.2.2 History on work experience

Figure 4.1 depicts the length of time, respondents who participated in this research have been working. It can be seen that 29 of the respondents have worked for less than 5 years. 17 of the respondents have between 5-10 years' experience. Furthermore, 14 of the respondents have 11-20 years' of work experience while the outstanding number of 11 respondents have over 20 years working experience. The deduction can be made that most of the respondents for this construction site have above 5 years working experience.

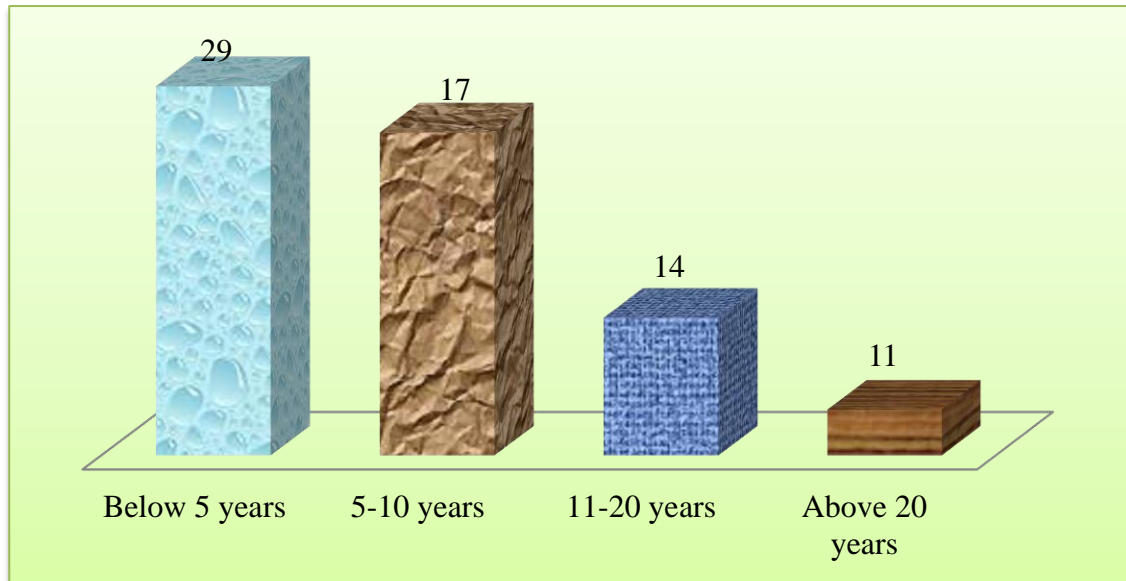


Figure 4.1 Experience of respondents

Source: Author's fieldwork (2016)

4.2.3 Number of years of working with current project manager

Respondents were asked how long they had worked with their current project manager. From Figure 4.2, 29 percent of the respondents had worked for less than 1 year. Furthermore, 37 percent of employees representing majority had worked with their current project manager between 1 and 2 years. 24 percent of the respondents had worked for 2-4 years. The remaining 10 percent of the staff had worked for above 4 years with their current project manager. The implication is that the site has a fusion of respondents with adequate experience with their current project manager and therefore their responses could be trusted.

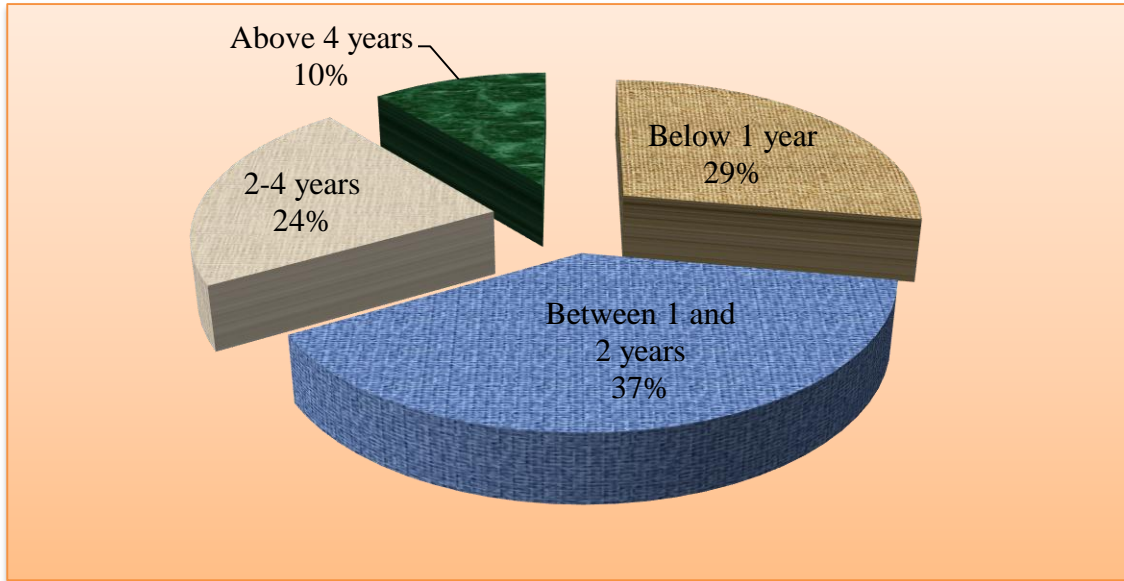


Figure 4.2 Number of years of working with current project manager

Source: Author's fieldwork (2016)

4.3 LEADERSHIP STYLE OF PROJECT MANAGER (FOREIGN CONSTRUCTION SITES EMPLOYEES)

The respondents were asked in this section to rank the level of exhibition of the following leadership styles of their project manager on a Likert scale of 1 to 5 where 1 = Not at all, 2 = Very rare, 3 = Rare, 4 = Often and 5 = Very often. Relative Importance Index (RII) was used to analyze the data. The mean and RII values of all seventy one (71) respondents were calculated and have been presented below. From Table 4.2, the leadership styles have been categorized under seven (7) dimensions, namely: Authority-Compliance, Country Club Management, Middle-of-the-road Management, Impoverished Management, Team Management, Paternalism/Maternalism and Opportunism.

From Table 4.2, in the overall ranking, *Team Management* was ranked 1st among the leadership qualities with an average RII of 0.745, implying the employees felt their

project manager was more of a team manager as compared to the other qualities. *Authority-Compliance* placed 2nd by the average RII of 0.711. *Middle-of-the-road Management* came 3rd in rank possessing 0.637 as its average RII. Furthermore, *Country Club Management* followed in the 4th position and its average RII was 0.629. *Paternalism/Maternalism* ranked 5th by the obtained average RII of 0.486. *Impoverished Management* placed 6th with 0.292 as its average RII. Finally, *opportunism* was placed in the 7th position having 0.218 as average RII.

Literature reviewed showed that leadership styles of project leaders are significant to thrust team members to set aside their self-interests so that performance will be improved. Furthermore, Jarad (2012) stated that leadership features should build on the simple management skills by adding enthusiasm and innovative problem solving skills. Jarad (2012), further notes that time management, communication skills, and self-confidence are essential leadership traits in the construction industry.

Team management leader inspires followers to define purpose and actions, and rouses followers' self-actualization and self-direction (Bartol *et al.*, 2003). Additionally, the team management leader gives proposals and underpins follower's concepts. The style backs teamwork technique, continually trains and directs staff to accomplish the group's objectives. This style is appropriate for personnel who like to partake in decisions making with their bosses. As opined by Price (2009), this style is suitable for use in many organizations since the leader may receive response from assistants.

Table 4.2: Leadership style of project manager

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Authority-Compliance												
Leader has strict rules, policies and procedures	0	20	1	45	5	71	248	3.49	0.699	2	0.711	2 ND
Punishment is used to motivate employees to be productive	2	25	18	13	13	71	223	3.14	0.628	3		
Main focus is to achieve high results	0	3	10	40	18	71	286	4.03	0.806	1		
Country Club Management												
Leader is most concerned about needs and feelings of employees	0	0	43	15	13	71	254	3.58	0.715	1	0.629	4 TH
The work environment is very relaxed	15	17	18	21	0	71	187	2.63	0.527	3		
There is lack of direction and control	0	18	28	16	9	71	229	3.23	0.645	2		
Middle-of-the-road												
Leader makes compromises of production and concern for people	0	0	18	27	26	71	292	4.11	0.823	1	0.637	3 RD
Average productivity is obtained	10	12	23	20	6	71	213	3.00	0.600	2		
Leader avoids taking high risk	25	14	15	10	7	71	173	2.44	0.487	3		
Impoverished Management												
Leader sets no proper systems to get work done	48	10	13	0	0	71	107	1.51	0.301	2	0.292	6 TH

Leader avoids being held responsible for mistakes	39	17	15	0	0	71	118	1.66	0.332	1		
Leader shows laziness in his approach to work	55	16	0	0	0	71	87	1.23	0.245	3		
Team Management												
Leader has high concern for people and productivity	0	0	4	25	42	71	322	4.54	0.907	1	0.745	1 ST
Leader strives to create an environment of trust and respect	0	10	10	28	23	71	277	3.90	0.759	2		
Motivation is high and high results are obtained.	10	16	25	15	5	71	202	2.85	0.569	3		
Paternalism/Maternalism											0.486	5 TH
Leader gives favours to get targets achieved	14	14	19	12	12	71	207	2.92	0.583	1		
Leader praises ideas that support them and discourage different views	22	23	14	7	5	71	163	2.30	0.459	2		
Leader commands and directs workers	24	25	16	4	2	71	148	2.08	0.417	3		
Opportunism											0.218	7 TH
Leader exploit and manipulates workers	61	10	0	0	0	71	81	1.14	0.228	1		
Leader strives for results that offer him personal benefit	65	7	0	0	0	71	79	1.11	0.223	2		

Leader is less concerned about workers welfare	70	1	0	0	0	71	72	1.01	0.203	3		
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Source: Author's fieldwork (2016)

4.4 PREFERRED LEADERSHIP STYLE (FOREIGN CONSTRUCTION SITES EMPLOYEES)

Literature review showed the importance of leadership style to effective performance of workers in the firms practicing construction. Many studies also draw a link between dissimilar styles of leadership and the performance obtained in construction (Turner and Pearce, 2011). Hence, the respondents were asked in this section to rank how the following leadership styles of their project manager will affect their work on a Likert scale of 1 to 5 where 1 = Not important, 2 = Somewhat important, 3 = Important, 4 = Very important and 5 = Extremely important. Relative Importance Index (RII) was used to analyze the data. Results of the mean and RII scores of the seventy one (71) respondents were analysed and stated below. From Table 4.3, the leadership styles have been categorized under seven (7) dimensions, namely: Authority-Compliance, Country Club Management, Middle-of-the-road Management, Impoverished Management, Team Management, Paternalism/Maternalism and Opportunism.

From Table 4.3, in the overall ranking, *Team Management* was ranked 1st among the leadership qualities with an average RII of 0.911, implying the employees felt their project manager should be more of a team manager as compared to the other qualities. *Authority-Compliance* placed 2nd having an average RII of 0.668. *Paternalism/Maternalism* followed in the 3rd position with 0.652 was its average RII. Furthermore, *Country Club Management* placed 4th possessing the average RII of 0.641. *Middle-of-the-road Management* then came 5th and its average RII was 0.467. *Impoverished Management* also followed 6th and 0.285 was its average RII. Finally, *opportunism* placed 7th with average RII number of 0.219.

Table 4.3: Preferred leadership style

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Authority-Compliance												
Leader has strict rules, policies and procedures	6	14	15	13	23	71	246	3.46	0.693	2	0.668	2 ND
Punishment is used to motivate employees to be productive	9	25	20	9	8	71	195	2.75	0.549	3		
Main focus is to achieve high results	0	5	23	24	19	71	270	3.80	0.761	1		
Country Club Management												
Leader is most concerned about needs and feelings of employees	2	3	28	16	22	71	266	3.75	0.749	1	0.641	4 TH
The work environment is very relaxed	0	12	32	12	15	71	243	3.42	0.685	2		
There is lack of direction and control	20	23	12	8	8	71	174	2.45	0.490	3		
Middle-of-the-road												
Leader makes compromises of production and concern for people	12	9	16	13	21	71	235	3.31	0.662	1	0.467	5 TH
Average productivity is obtained	18	15	15	20	3	71	188	2.65	0.478	2		
Leader avoids taking high risk	8	30	13	20	0	71	187	2.63	0.367	3		
Impoverished Management												

Leader sets no proper systems to get work done	42	24	4	1	0	71	106	1.49	0.299	1	0.285	6 TH
Leader avoids being held responsible for mistakes	45	22	4	0	0	71	101	1.42	0.284	2		
Leader shows laziness in his approach to work	48	20	3	0	0	71	97	1.37	0.273	3		
Team Management												
Leader has high concern for people and productivity	0	0	5	21	45	71	324	4.56	0.913	2	0.911	1 ST
Leader strives to create an environment of trust and respect	5	5	6	15	40	71	293	4.13	0.825	3		
Motivation is high and high results are obtained.	0	0	0	2	69	71	353	4.97	0.994	1		
Paternalism/Maternalism											0.652	3 RD
Leader gives favours to get targets achieved	8	13	14	15	21	71	241	3.39	0.679	2		
Leader praises ideas that support them and discourage different views	20	18	15	8	10	71	183	2.58	0.515	3		
Leader commands and directs workers	4	8	10	24	25	71	271	3.82	0.763	1		
Opportunism											0.219	7 TH

Leader exploit and manipulates workers	63	5	3	0	0	71	82	1.15	0.231	1		
Leader strives for results that offer him personal benefit	64	6	1	0	0	71	79	1.11	0.223	2		
Leader is less concerned about workers welfare	70	1	0	0	0	71	72	1.01	0.203	3		

Source: Author's fieldwork (2016)

PROJECT MANAGERS (FOREIGN CONSTRUCTION SITES)

4.5 THE GHANAIAAN ATTITUDE TO WORK

Project managers were asked in this section to rank some perceived behaviours/character traits common to Ghanaians at work on a Likert scale of 1 to 5 where 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. Relative Importance Index (RII) was used to analyze the data. The RII scores and mean values of the five (5) respondents were worked out and given below.

From Table 4.4, *They will not work hard unless they are strictly supervised* was ranked 1st with RII of 0.800. *They absent themselves from work without seeking due permission from authority* was ranked 2nd with RII of 0.640. *Like to attend social functions like “one-week” celebrations of deceased friends/relatives during working hours* was ranked 3rd with RII of 0.600. *Real output at work is generally below the expected output and main priority is not the achievement of work targets or the company goals* were ranked 4th with RII of 0.560.

Table 4.4: The Ghanaian Attitude to Work

	FREQUENCY					TOTAL	ΣW	MEAN	RII	RANK
	1	2	3	4	5					
TRAITS										
Workers generally report late to work	1	1	2	1	0	5	13	2.60	0.520	6
They stop executing their task for the day before the official closing time	1	4	0	0	0	5	9	1.80	0.360	10
Real output at work is generally below the expected output	2	0	1	1	1	5	14	2.80	0.560	4
Like to attend social functions like “one-week” celebrations of deceased friends/relatives during working hours	1	1	1	1	1	5	15	3.00	0.600	3
Regularly chat and engage in idle talk during working hours	3	2	0	0	0	5	7	1.40	0.280	11
Main priority is not the achievement of work targets or the company goals	1	1	1	2	0	5	14	2.80	0.560	4
They absent themselves from work without seeking due permission from authority	0	1	2	2	0	5	16	3.20	0.640	2
Shield one another from punishment by telling lies when questioned by authorities	2	1	1	0	1	5	12	2.40	0.480	8
Mocking colleagues who diligently work themselves out for a company that does not belong to them	4	1	0	0	0	5	6	1.20	0.240	12
Spend more official time doing their private businesses than executing the task for which they are paid	0	2	3	0	0	5	10	2.00	0.400	9
Exhibit low maintenance culture for company property and equipment	0	3	1	1	0	5	13	2.60	0.520	6
They will not work hard unless they are strictly supervised	0	1	1	0	3	5	20	4.00	0.800	1

4.6 DEVELOPMENT OR TASK MATURITY LEVELS OF WORKERS

Project managers were asked in this section to identify features of one's level of development or maturity in executing a particular task on a Likert scale of 1 to 5 where 1 = Lowest, 2 = Low, 3 = Average, 4 = High and 5 = Highest. Relative Importance Index (RII) was used to analyze the data. The RII scores and mean values of the five (5) respondents were worked out and given below.

Under job maturity dimensions, level of mastery and execution of their job descriptions was ranked highest implying workers were seen by their project managers to have a good mastery of their job tasks and descriptions. Under psychological maturity dimensions, level of determination in executing tasks was ranked first.

From Table 4.5, in the overall ranking, *Job maturity dimensions* was ranked 1st with an average RII of 0.700 while *Psychological maturity dimensions* was ranked 2nd with an average RII of 0.480. This may imply that their job maturity levels is viewed by their Project Managers as being higher than their psychological maturity levels

Table 4.5 Task maturity levels of workers

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Job maturity dimensions												
Level of mastery and execution of their job descriptions	0	0	2	2	1	5	19	3.80	0.760	1	0.700	1 ST
Rate of meeting deadlines given on work activities	0	0	3	1	1	5	18	3.60	0.720	2		
Rate of assuming responsibility for the outcome of work to be done	0	1	2	1	1	5	17	3.40	0.680	3		
Rate they are involved in solving problems they encounter on the tasks	0	2	1	1	1	5	16	3.20	0.640	4		
Psychological maturity dimensions											0.480	2 ND
Level of determination in executing tasks	1	1	1	1	1	5	15	3.00	0.600	1		
Level of their ability to independently take decision relating to their tasks	3	1	1	0	0	5	8	1.60	0.320	5		
Level of their desire to achieve high results	2	1	0	2	0	5	12	2.40	0.480	3		

Positive response to the challenge of additional responsibility at work	1	2	2	0	0	5	11	2.20	0.440	4		
Level of awareness to have planned personal career development path in their respective work areas	0	2	2	1	0	5	14	2.80	0.560	2		

Source: Author's fieldwork (2016)

4.7 ANALYSIS OF DEMOGRAPHIC DATA (LOCAL CONSTRUCTION SITES EMPLOYEES)

In this section, the results of the descriptive analysis of the employees of the foreign construction sites are provided. This was to aid in comprehending the respondents profile. The significance of being aware of the work history of the respondents is to help generate confidence in the reliability of data collected.

Out of the 107 questionnaires distributed to the employees, 65 were filled and retrieved. This represents 61 percent of the total. And they consequently constituted the foundation of the entire findings in the research, presented in the analysis.

4.7.1 Professional background of respondents

In this part of the questionnaire, efforts were made to identify the respondents' professional background. Table 4.6 indicates that, 3 of them representing 4.6 percent are engineers while another 2 constituting 3.1 percent are quantity surveyors. In addition, 18 respondents representing 27.7 percent are tradesmen. 40 respondents representing 61.5 percent which is the majority are unskilled labourers. The remaining 2 respondents representing 3.1 are into other professions. The inference made is that this site has a mixture of unique professionals which is good and lends credence to data collected.

Table 4.6 Professional background of respondents

	Frequency	Percent	Cumulative Percent
Engineer	3	4.6	4.6
Quantity Surveyor	2	3.1	7.7
Tradesman	18	27.7	35.4
Unskilled labourer	40	61.5	96.9
Others	2	3.1	100.0
Total	65	100.0	

Source: Author's fieldwork (2016)

4.7.2 Experience of respondents

Figure 4.3 shows how long the respondents who participated in this research have been working. It can be seen that 31 of the respondents have worked for less than 5 years. 20 of the respondents have between 5-10 years' experience. Furthermore, 10 of the respondents have 11-20 years' experience while the outstanding 4 respondents have above 20 years working experience. The inference is that many of them on this construction site have below 5 years working experience.

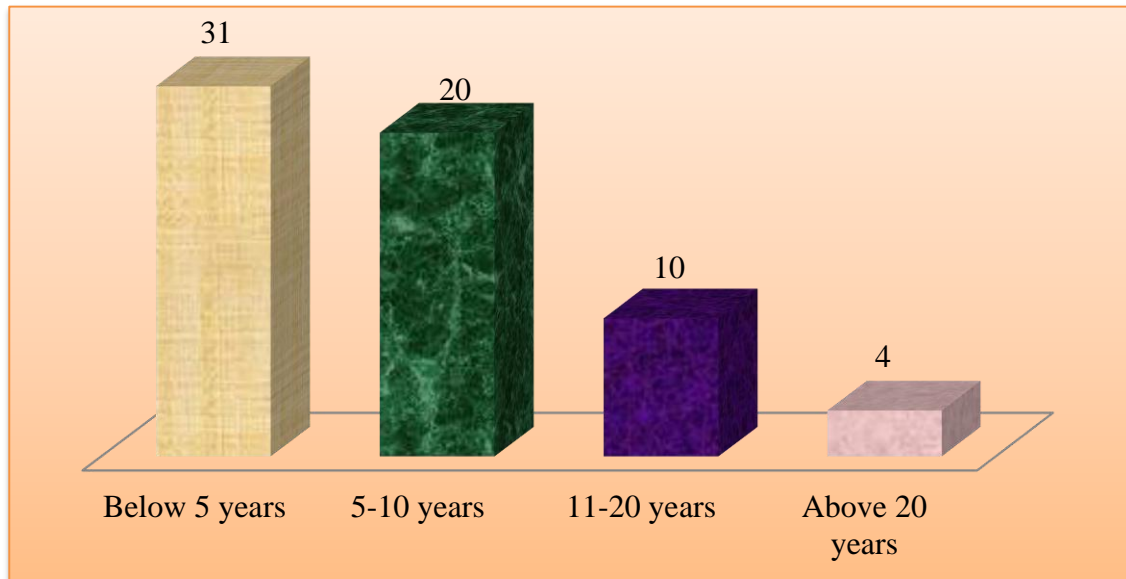


Figure 4.3 Experience of respondents

Source: Author's fieldwork (2016)

4.7.3 Number of years of working with current project manager

Respondents were asked how long they had worked with their current project manager. From Figure 4.4, 28 percent of the respondents had worked for less than 1 year. Furthermore, 35 percent of employees representing majority had worked with their current project manager between 1 and 2 years. 26 percent of the respondents had worked for 2-4 years. The remaining 11 percent of the staff had worked for above 4 years with their current project manager. The implication is that the site has a fusion of respondents with adequate experience with their current project manager and therefore their responses could be trusted.

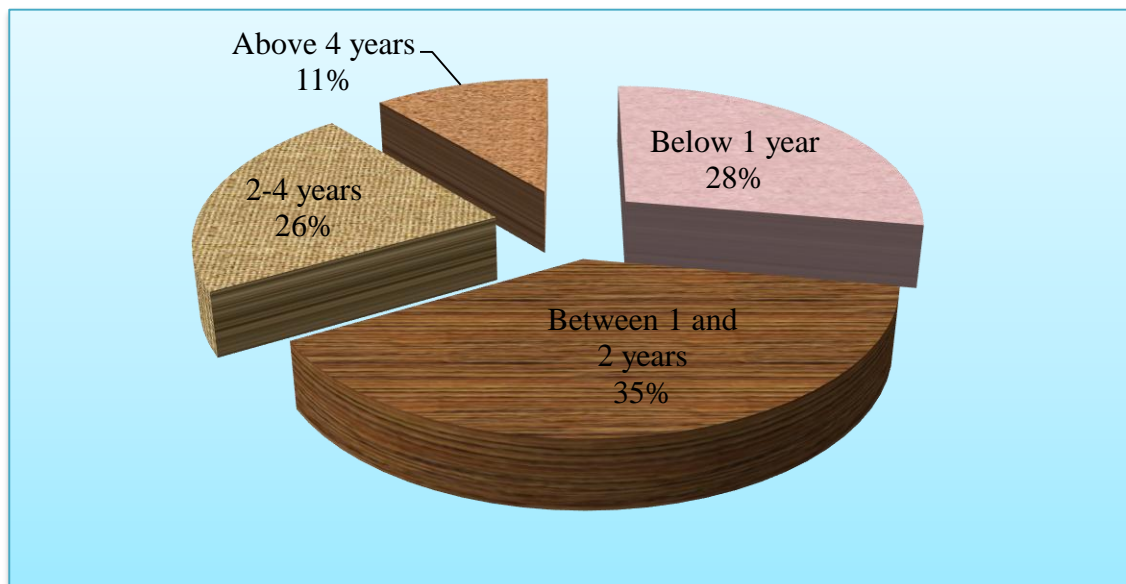


Figure 4.4 Number of years of working with current project manager

Source: Author's fieldwork (2016)

4.8 LEADERSHIP STYLE OF PROJECT MANAGER

The respondents were asked in this section to rank the level of exhibition of the following leadership styles of their project manager on a Likert scale of 1 to 5 where 1 = Not at all, 2 = Very rare, 3 = Rare, 4 = Often and 5 = Very often. Relative

Importance Index (RII) was used to analyze the data. All sixty five (65) of the respondents had their RII and means scores worked out and given below. From Table 4.7, the leadership styles have been categorized under seven (7) dimensions, namely: Authority-Compliance, Country Club Management, Middle-of-the-road Management, Impoverished Management, Team Management, Paternalism/Maternalism and Opportunism.

From Table 4.7, in the overall ranking, *Team Management* was ranked 1st among the leadership qualities with an average RII of 0.746, implying the employees felt their project manager was more of a team manager as compared to the other qualities. *Authority-Compliance* placed 2nd and its average RII was 0.722. *Middle-of-the-road Management* took the 3rd position having acquired an average RII of 0.638. Furthermore, *Country Club Management* came 4th possessing 0.631 as its average RII. *Paternalism/Maternalism* followed in the 5th position, 0.477 being its average RII. *Impoverished Management* came 6th with an average RII of 0.294. Finally, *opportunism* was ranked 7th had an average RII of 0.220.

Table 4.7: Leadership style of project manager

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Authority-Compliance												
Leader has strict rules, policies and procedures	0	12	7	40	6	65	235	3.62	0.723	2	0.722	2 ND
Punishment is used to motivate employees to be productive	1	20	21	10	13	65	209	3.22	0.643	3		
Main focus is to achieve high results	0	6	15	32	15	65	260	4.00	0.800	1		
Country Club Management												
Leader is most concerned about needs and feelings of employees	0	0	38	10	17	65	239	3.68	0.735	1	0.631	4 TH
The work environment is very relaxed	14	15	16	19	1	65	173	2.66	0.532	3		
There is lack of direction and control	0	20	24	14	7	65	203	3.12	0.625	2		
Middle-of-the-road												
Leader makes compromises of production and concern for people	0	0	15	26	24	65	269	4.14	0.828	1	0.638	3 RD
Average productivity is obtained	8	10	23	19	5	65	198	3.05	0.609	2		
Leader avoids taking high risk	24	13	13	9	6	65	155	2.38	0.477	3		
Impoverished Management												
Leader sets no proper systems to get work done	43	10	10	2	0	65	101	1.55	0.311	2	0.294	6 TH

Leader avoids being held responsible for mistakes	36	16	12	1	0	65	108	1.66	0.332	1		
Leader shows laziness in his approach to work	52	13	0	0	0	65	78	1.20	0.240	3		
Team Management												
Leader has high concern for people and productivity	0	0	4	20	41	65	297	4.57	0.914	1	0.746	1 ST
Leader strives to create an environment of trust and respect	0	10	10	23	22	65	252	3.88	0.775	2		
Motivation is high and high results are obtained.	10	16	24	10	5	65	179	2.75	0.551	3		
Paternalism/Maternalism											0.477	5 TH
Leader gives favours to get targets achieved	12	15	17	10	11	65	188	2.89	0.578	1		
Leader praises ideas that support them and discourage different views	20	23	13	6	3	65	144	2.22	0.443	2		
Leader commands and directs workers	20	25	17	3	0	65	133	2.05	0.409	3		
Opportunism											0.220	7 TH
Leader exploit and manipulates workers	55	10	0	0	0	65	75	1.15	0.231	1		
Leader strives for results that offer him personal benefit	58	7	0	0	0	65	72	1.11	0.222	2		

Leader is less concerned about workers welfare	63	2	0	0	0	65	67	1.03	0.206	3		
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Source: Author's fieldwork (2016)

4.9 PREFERED LEADERSHIP STYLE (LOCAL CONSTRUCTION SITES EMPLOYEES)

The respondents were asked in this section to rank how the following leadership styles of their project manager will affect their work on a Likert scale of 1 to 5 where 1 = Not important, 2 = Somewhat important, 3 = Important, 4 = Very important and 5 = Extremely important. Relative Importance Index (RII) was used to analyze the data. All sixty five (65) respondents had their mean and RII values worked out and reported below. From Table 4.8, the leadership styles have been categorized under seven (7) dimensions, namely: Authority-Compliance, Country Club Management, Middle-of-the-road Management, Impoverished Management, Team Management, Paternalism/Maternalism and Opportunism.

From Table 4.8, in the overall ranking, *Team Management* was ranked 1st among the leadership qualities with an average RII of 0.895, implying the employees felt their project manager should be more of a team manager as compared to the other qualities. *Authority-Compliance* placed 2nd having obtained an average RII of 0.651. *Paternalism/Maternalism* followed in the 3rd position, 0.649 being its average RII value. Furthermore, *Country Club Management* came 4th and it possessed the figure of 0.612 as its RII. *Middle-of-the-road Management* then had a ranking of 5th with an average RII of 0.577. *Impoverished Management* followed in the 6th position possessing an average RII of 0.293. Finally, *opportunism* ranked 7th with an average RII of 0.218.

Table 4.8: Preferred leadership style

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Authority-Compliance												
Leader has strict rules, policies and procedures	8	12	13	11	21	65	220	3.38	0.677	2	0.651	2 ND
Punishment is used to motivate employees to be productive	11	23	19	6	6	65	168	2.58	0.517	3		
Main focus is to achieve high results	0	4	22	22	17	65	247	3.80	0.760	1		
Country Club Management												
Leader is most concerned about needs and feelings of employees	4	3	26	14	18	65	234	3.60	0.720	1	0.612	4 TH
The work environment is very relaxed	1	13	29	10	12	65	214	3.29	0.658	2		
There is lack of direction and control	19	25	10	5	6	65	149	2.29	0.458	3		
Middle-of-the-road												
Leader makes compromises of production and concern for people	10	11	14	11	19	65	213	3.28	0.649	1	0.577	5 TH
Average productivity is obtained	17	11	14	18	5	65	178	2.74	0.548	2		
Leader avoids taking high risk	6	28	13	17	1	65	174	2.68	0.535	3		
Impoverished Management												

Leader sets no proper systems to get work done	36	20	7	2	0	65	105	1.62	0.323	1	0.293	6 TH
Leader avoids being held responsible for mistakes	42	20	3	0	0	65	91	1.40	0.280	2		
Leader shows laziness in his approach to work	45	15	5	0	0	65	90	1.38	0.277	3		
Team Management												
Leader has high concern for people and productivity	0	0	3	20	42	65	299	4.60	0.920	2	0.895	1 ST
Leader strives to create and environment of trust and respect	8	8	4	10	35	65	251	4.13	0.781	3		
Motivation is high and high results are obtained.	0	0	0	5	60	65	320	4.92	0.985	1		
Paternalism/Maternalism											0.649	3 RD
Leader gives favours to get targets achieved	10	12	12	12	19	65	213	3.39	0.655	2		
Leader praises ideas that support them and discourage different views	13	19	14	10	9	65	178	2.74	0.548	3		
Leader commands and directs workers	3	9	12	20	21	65	242	3.72	0.745	1		
Opportunism											0.218	7 TH

Leader exploit and manipulates workers	56	7	2	0	0	65	76	1.17	0.234	1		
Leader strives for results that offer him personal benefit	60	4	1	0	0	65	71	1.09	0.218	2		
Leader is less concerned about workers welfare	64	1	0	0	0	65	66	1.02	0.203	3		

Source: Author's fieldwork (2016)

PROJECT MANAGERS (LOCAL CONSTRUCTION SITES)

4.10 THE GHANAIAN ATTITUDE TO WORK

Project managers of the local construction firms were asked in this section to rank some perceived behaviours/character traits common to Ghanaians at work on a Likert scale of 1 to 5 where 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. Relative Importance Index (RII) was used to analyze the data. The RII scores and mean values of the three (3) respondents were worked out and given below.

From Table 4.9, *They will not work hard unless they are strictly supervised* was ranked 1st with RII of 0.933. *Workers generally report late to work* was ranked 2nd with RII of 0.800. *They absent themselves from work without seeking due permission from authority* was ranked 3rd with RII of 0.733. *Real output at work is generally below the expected output* and *exhibit low maintenance culture for company property and equipment* were ranked 4th with RII of 0.667.

Table 4.9: The Ghanaian Attitude to Work

	FREQUENCY					TOTAL	ΣW	MEAN	RII	RANK
	1	2	3	4	5					
TRAITS										
Workers generally report late to work	0	0	1	1	1	3	12	4.00	0.800	2
They stop executing their task for the day before the official closing time	1	0	1	0	1	3	9	3.00	0.600	6
Real output at work is generally below the expected output	0	1	1	0	1	3	10	3.33	0.667	4
Like to attend social functions like “one-week” celebrations of deceased friends/relatives during working hours	1	1	0	1	0	3	7	2.33	0.467	9
Regularly chat and engage in idle talk during working hours	1	1	0	0	1	3	8	2.67	0.533	8
Main priority is not the achievement of work targets or the company goals	1	1	0	1	0	3	7	2.33	0.467	9
They absent themselves from work without seeking due permission from authority	0	0	1	2	0	3	11	3.67	0.733	3
Shield one another from punishment by telling lies when questioned by authorities	1	1	1	0	0	3	6	2.00	0.400	11
Mocking colleagues who diligently work themselves out for a company that does not belong to them	1	2	0	0	0	3	5	1.67	0.333	12
Spend more official time doing their private businesses than executing the task for which they are paid	0	0	3	0	0	3	9	3.00	0.600	6
Exhibit low maintenance culture for company property and equipment	0	1	0	2	0	3	10	3.33	0.667	4
They will not work hard unless they are strictly supervised	0	0	0	1	2	3	14	4.67	0.933	1

Source: Author’s fieldwork (2016)

4.11 DEVELOPMENT OR TASK MATURITY LEVELS OF WORKERS

Project managers were asked in this section to identify features of one's level of development or maturity in executing a particular task on a Likert scale of 1 to 5 where 1 = Lowest, 2 = Low, 3 = Average, 4 = High and 5 = Highest. Relative Importance Index (RII) was used to analyze the data. The RII scores and mean values of the three (3) respondents were worked out and given below.

Under job maturity dimensions, level of mastery and execution of their job descriptions was ranked highest implying workers were seen by their project managers to have a good mastery of their job tasks and descriptions. Under psychological maturity dimensions, positive response to the challenge of additional responsibility at work was ranked first.

From Table 4.10, in the overall ranking, *Job maturity dimensions* ranked 1st with an average RII of 0.617 while Psychological maturity dimensions placed 2nd having an average RII of 0.560.

Table 4.10 Task maturity levels of workers

DIMENSIONS	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANK	AVE. RII	OVERALL RANK
	1	2	3	4	5							
Job maturity dimensions												
Level of mastery and execution of their job descriptions	0	0	1	1	1	3	12	4.00	0.800	1	0.617	1 ST
Rate of meeting deadlines given on work activities	0	1	1	1	0	3	9	3.00	0.600	3		
Rate of assuming responsibility for the outcome of work to be done	1	0	0	1	1	3	10	3.33	0.667	2		
Rate they are involved in solving problems they encounter on the tasks	1	1	1	0	0	3	6	2.00	0.400	4		
Psychological maturity dimensions											0.560	2 ND
Level of determination in executing tasks	0	1	1	1	0	3	9	3.00	0.600	2		
Level of their ability to independently take decision relating to their tasks	1	1	1	0	0	3	6	2.00	0.400	5		
Level of their desire to achieve high results	0	1	1	1	0	3	9	3.00	0.600	2		

Positive response to the challenge of additional responsibility at work	1	0	0	1	1	3	10	3.33	0.667	1		
Level of awareness to have planned personal career development path in their respective work areas	0	2	0	1	0	3	8	2.67	0.533	4		

Source: Author's fieldwork (2016)

4.12 COMPARISON OF ANALYSIS FOR BOTH FOREIGN AND LOCAL FIRMS

Data on the responses from both the foreign and local construction companies are similar. This is indicative in the generality of the responses on both sides and hence confirms that identical leadership practices exist in the two groups.

Workers in both groups felt that their project manager exhibited team management style of leadership and expressed preference for that same style to enable them perform better. Team leadership on the managerial grid results in high concern of the leader for production and the people. It would ideally be seen as the best since the leader strives for maximum performance and employee satisfaction. The employees' morale is kept high and hence they like the leader. However, to achieve maximum performance and employee satisfaction concurrently, this will require the maximum cooperation, discipline and willingness of the employees to obey and execute the best policies outlined by the team leader. The employees need to be committed.

The project managers on both sides also gave similar responses to the questionnaire they answered. On the issue of their perception of the Ghanaian attitude to work, they both scored high on the perception that Ghanaian construction workers will not work hard unless they are strictly supervised. The next highest score stated that, the workers generally report late to work. This was followed by the third highest score which stated that they absent themselves without seeking due permission from work. For a developing country where construction is key to speeding the rate of development, the high scores on these negative factors of production are indicative of low commitment to the achievement of high results at work. If the workers would only work effectively when they are strictly

supervised, it means then that they are less concerned about the success of the projects and more concerned about the benefits they will derive. They probably have not realized that the benefits they derived should at least be justified by the efforts they put in at work. The sense of non-commitment to duty is further entrenched by their high scores on lateness to work and absenteeism without the necessary permission. These behavioural patterns indicates the presence of a culture of indiscipline among the workers.

Whereas the employees have shown a preference for team leadership, the culture of indiscipline acts as an arch enemy to such a style and mostly neutralizes the benefits that could have been derived.

A second part of the Project Managers' questionnaire which sought to obtain information on the maturity levels of the employees, gave positive results. The maturity levels were separated into two namely; job maturity and psychological maturity. On the job maturity, the employees scored high on their level of mastery of their work. On the psychological level, they scored high on their positive response to the challenge of accepting additional responsibility at work. These high positive scores speak volumes as it gives strong indication that the employees have the capacity and are well trained in their areas of specialization. They are therefore not square pegs in round holes. Their determination to take on additional responsibility also means that they are capable of being sturdy in the face of work challenges. Thus one could conclude that the Ghanaian construction employee has the necessary skill and mental ability to obtain high positive results at his tasks.

The above discussion hence narrows down to some form of logical conclusions when the results of the two sets of questionnaire are studied as a whole.

- ❖ Firstly, the Project Managers are mostly using the style of team management. But this is not yielding the desired results since the employees still need strict supervision to execute their duties
- ❖ Secondly, the employees prefer the team leadership as an appropriate style because, their leaders will show high concern for them as a people and motivate them often. But they fail to reciprocate the gesture with high productivity.
- ❖ In addition, there is a high level of indiscipline among the workers which places a toll on their performance. Lateness and absenteeism causes the project to lose precious man hours of productivity and may hence miss out on achievement of targets.
- ❖ Fourthly, the employees have the necessary job mastery over their work areas and are mentally capable to execute tasks beyond the normal requirement. Individually, they have the requisite skills for their tasks.

The situation therefore is that, the employees or workers feel satisfied by the current style of their Project Managers, while the Project Managers feel that the best is yet to be obtained from the employees.

There is therefore an untapped productivity potential in the employees. On the managerial grid, the two of the five main styles which obtains the highest results in productivity are Team management style and Authority Compliance style. However these

are at the two opposite ends of the relationship continuum. Whereas team management will give high morale among the workers, the opposite is true for authority compliance where the workers are treated like machines and hence morale is very low. The workers will detest the manager who uses authority compliance and would eventually resist the continual harsh treatment. But the current style of team management exhibited by their project managers has only helped them to achieve a high concern for the people and average concern for productivity.

Based on the above findings, it can be gathered that the perspective of the employees that team management is the best suitable for their maximum performance is not appropriate. Team management may be preferable to them but not appropriate to their current work attitude as far as productivity is concerned. They are not performing at their best under this style of leadership because of their behavioural pattern of indiscipline and half-commitment to tasks. They need a leadership style that will maximize productivity without sacrificing the concern for the people to a level that is below average. Such a leadership style will focus on achieving the targeted One hundred percent (100%) on productivity and fifty percent (50%) on concern for the people. In this way, the people will not be treated like their concerns do not matter, and production will be kept at the peak level. For such a style the key features will be:

- ❖ Focus on Productivity/performance, People concern and Discipline of attitude.
- ❖ On the production scale, focus should be 100% achievement of performance
- ❖ On the relationship or concern for people scale, focus should be 50% of meeting the concern of the workers. The other 50% of relationship should be dedicated consciously to establish and maintain Discipline.

- ❖ Graphically on the managerial grid, the appropriate leadership style for the construction industry in Ghana is on the mid-point between Authority compliance and Team Management. Numerically on the grid which has 1 as the lowest number and 9 as the highest number for each of the relationship and productivity scales, the numbers for this style will be (5, 9) respectively. The number 5 will represent Concern for people and the 9 will represent concern for productivity.
- ❖ This style of leadership on the management grid is what one Professor F.D.K Fugar in a lecture described as **Philiasternic leadership model**. He explained that the term denotes strict leadership that is tempered or moderated by friendship and brotherly love. It is discussed further below.

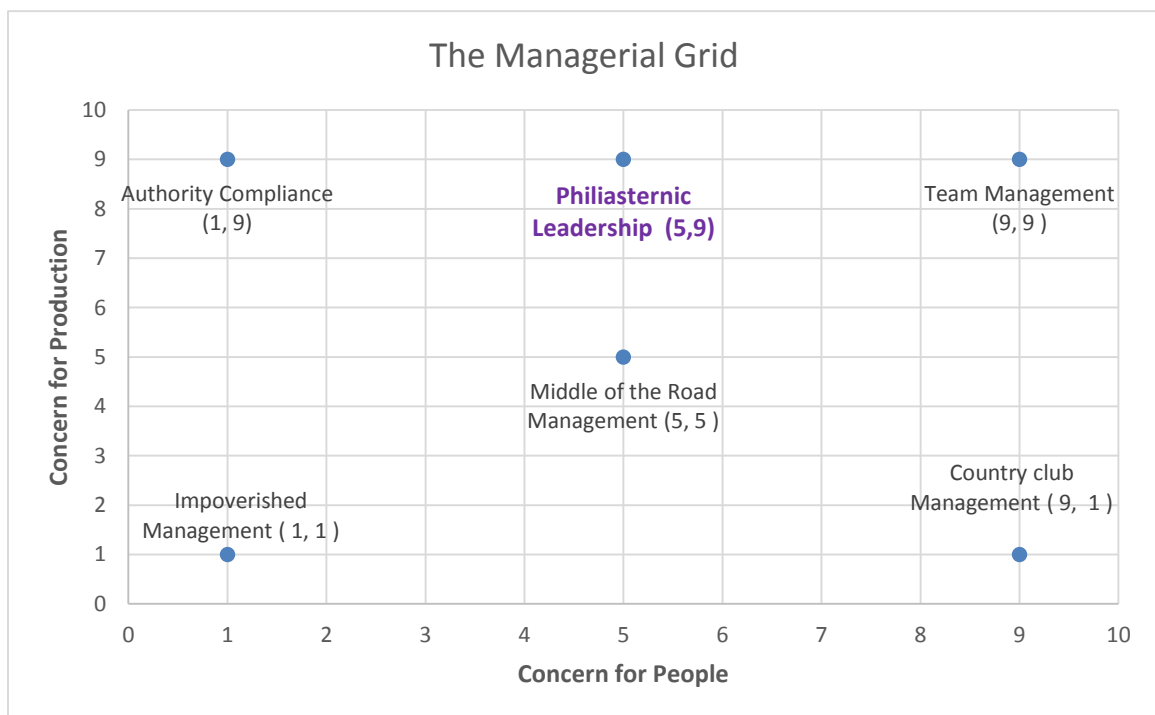


Figure 4.5 Proposed managerial grid for construction industry showing “Philiasternic leadership style (5,9)”

4.13 DEFINITION OF PHILIASTERNIC LEADERSHIP MODEL

The Philiasternic leader is one who strives for the achievement of high results of productivity by consciously provoking in workers the sense of discipline, while showing average concern for the development of interpersonal relationship.

4.14 FEATURES OF THE PHILIASTERNIC LEADER

The leader using Philiasternic leadership model should exhibit certain features in relation to the style. Key among these are:

❖ **Strong focus and emphasis on the tasks and job:**

The leader should focus on the methods and processes that will get the job done well. Punishment for deviant behavior may not be avoided but should not be too harsh and often. Threats should be avoided or rarely used. Work schedules should be specific, measurable, achievable, realistic and time bound. High targets should be set according to the true abilities of the workers.

❖ **Results oriented:**

The leader's focus should result in the high achievement of high results. It should be clear to the workers that the leader will not accept any behavior that will prevent the high achievement of results. Though most of the decisions will be made by him, he should also grant opportunity for input once a while from the workers. This is because the data indicates that the workers have high levels of job maturity and hence could make useful suggestions.

❖ **Promotion of intermediate interpersonal relationship:**

It is necessary that the leader shows some reasonable level of concern for the wellbeing of the workers so that they do not feel treated like machines. He should be approachable but not too interested in their personal issues. He could also institute a welfare system that could help address the social needs of the workers. His concern should however not be as high as the one shown by the team leadership style since the workers may take undue advantage of it.

❖ **Actively build up the sense of discipline in the workers:**

The leader should develop policies that will enhance the commitment of workers. Necessary disciplinary measures should be in place to deal with issues of laziness and deviant behavior. Discipline should not often be compromised on the ground of sympathy.

❖ **Communication:** To improve and maintain discipline, the leader's communication lines should be clearly mapped out and accessible to the workers so there can be quick flow of information. Certain emergencies that may require a worker's flouting of the rules should be permitted by the leader. But the preventive measures should be developed to reduce the magnitude and scale of such emergencies.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This research which delves into the appropriate leadership style for the Ghanaian construction industry is divided into five chapters. In the first chapter, the research was introduced. The second chapter was dedicated to the review of relevant literature while the third chapter enlightened the methodology used. Chapter four was the analysis and discussion of the data and results. In Chapter five, presentation is made of the study findings in summary. These findings result from the data obtained for the research. Hence the study draws its conclusion and makes recommendations.

5.2 ACCOMPLISHMENT OF RESEARCH OBJECTIVES

5.2.1: To explore the view of site workers about the leadership styles exhibited by their project managers

Data was analyzed based on the use of Relative Importance Index. The findings made in descending order to be the leadership styles exhibited by the project managers of both local and foreign construction sites:

- Team Management
- Authority-Compliance
- Middle-of-the-road Management
- Country Club Management
- Paternalism/Maternalism

- Impoverished Management
- Opportunism

5.2.2: To identify the workers' preferred leadership style of their project managers, which will have a positive impact on their job performance

Data was analyzed based on the use of Relative Importance Index. The findings made in descending order to be the preferred leadership style of both local and foreign construction sites:

- Team Management
- Authority-Compliance
- Paternalism/Maternalism
- Country Club Management
- Middle-of-the-road Management
- Impoverished Management
- Opportunism

5.2.3: To explore the views of Project Managers about the general attitude of Ghanaians to work on construction sites

Data was analyzed based on the use of Relative Importance Index. The findings made in descending order to be the views of Project Managers about the general attitude of Ghanaians to work on construction sites:

- They will not work hard unless they are strictly supervised
- They absent themselves from work without seeking due permission from authority

- Workers generally report late to work
- Like to attend social functions like “one-week” celebrations of deceased friends/relatives during working hours
- Main priority is not the achievement of work targets or the company goals
- Real output at work is generally below the expected output

5.2.4: To explore the perception of Project Managers on the job maturity level of Ghanaian construction workers

Data was analyzed based on the use of Relative Importance Index. The findings made in descending order to be the perception of Project Managers on the job maturity level of Ghanaian construction workers:

Job maturity dimensions

- Level of mastery and execution of their job descriptions
- Rate of meeting deadlines given on work activities
- Rate of assuming responsibility for the outcome of work to be done

Psychological maturity dimensions

- Level of determination in executing tasks
- Level of awareness to have planned personal career development path in their respective work areas
- Level of their desire to achieve high results

5.2.5: To determine the compatibility of the workers attitude/behaviour and maturity level towards work with their preferred leadership style.

Analysis was made using the work attitude, job maturity and psychological maturity of the workers. It was discovered that their preferred leadership style was not appropriate to their attitude to work and maturity levels in terms of performance. The appropriate leadership style for the Ghanaian construction site worker is **Philiasternic leadership style**. On the managerial grid, it is located on the mid-point between Authority Complaine and Team Management as earlier indicated.

5.3 CONCLUSION

The appropriate leadership style for the Ghanaian construction industry is the Philiasternic leadership style. The construction industry will be more successful if we can develop leaders who can have an understanding of skills, knowledge and characteristics needed to practice this style.

5.4 RECOMMENDATIONS

Project leaders in construction firms should strive to have specific skill sets such as discipline, people management skills, communication skills, tactfulness, decisiveness, empathy, proactivity and time management.

They should undertake periodic leadership training programmes and be regularly appraised on their leadership style and its impact on the success of projects.

Reward systems should be implemented where employees who show eagerness in improving their work attitude towards higher productivity are honoured appropriately.

Work culture at the construction sites should be developed around discipline. Deviant behaviour should be dealt with timely and appropriately with the necessary laid out sanctions of the company.

5.5 LIMITATIONS OF THE RESEARCH

This research was limited to two foreign and two local construction firms amidst several construction firms in Ghana. Therefore, this study is limited in terms of the generality of the construction sector broadly. The results may have been different if collected from more construction firms in the region or from other regions in Ghana. Finally, the short time period that was allocated to the study was a limitation.

5.6 DIRECTION FOR FUTURE RESEARCH

Higher level research should be conducted with background information from this study in developing a more detailed framework or model of the appropriate leadership style for the Ghanaian construction industry. Further research could determine whether the leadership style the Project Manager uses on the site is significantly influenced by factors like company policy, his cultural or traditional history and his background and upbringing.

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APPENDIX ONE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY **MASTER OF PHILOSOPHY IN BUILDING TECHNOLOGY DEGREE** **PROGRAMME**

THESIS TOPIC: “EXPLORING THE CONSTRUCTION WORKERS’ PERSPECTIVE OF APPROPRIATE LEADERSHIP STYLE FOR THE GHANAIAN CONSTRUCTION INDUSTRY AND ITS RELATIONSHIP TO THEIR ATTITUDINAL AND BEHAVIOURAL PATTERN”

QUESTIONNAIRE:

This Questionnaire is designed for the purpose of an academic work in partial fulfillment of a Master of Philosophy Degree programme in Building Technology. I would be most grateful if you could complete the attached Questionnaire to assist me achieve this academic goal. All information shall be treated with strict confidentiality and anonymity shall be guaranteed. Thank you in advance in anticipation of your co-operation and invaluable support in completing this questionnaire.

Thank you.

SECTION 1: PROFILE AND BACKGROUND OF RESPONDENTS

Directions: In each of the questions underneath, kindly highlight or tick [✓] the appropriate option or write brief answers in the space provided.

1. What is your professional background?
 - A. Engineer
 - B. Quantity surveyor
 - C. Tradesman
 - D. Unskilled labourer
 - E. Others, please specify.....
2. How long have you been practicing?
 - A. Below 5 years
 - B. From 5 – 10 years
 - C. From 11 – 20 years
 - D. Above 20 years
3. How long have you worked with your current Project Manager?
 - A. Below 1 year

- B. Between 1 and 2 years
- C. 2 to 4 years
- D. Above 4 years

SECTION 2- THE LEADERSHIP STYLE OF YOUR PROJECT MANAGER.

Please indicate the level of how often or rarely your Project Manager uses these various leadership styles and their characteristics using the following scale. [1= **Not at all**; 2= **Very Rare**; 3= **Rare**; 4= **Often**; 5= **Very often**]. Please tick (√) in the space provided.

K2

	1	2	3	4	5
1. AUTHORITY –COMPLIANCE					
Leader has strict rules, policies and procedures					
Punishment is used to motivate employees to be productive					
Main focus is to achieve high results					
2. COUNTRY CLUB MANAGEMENT					
Leader is most concerned about needs and feelings of employees					
The work environment is very relaxed					
There is lack of direction and control					
3. MIDDLE-OF-THE-ROAD MANAGEMENT					
Leader makes compromises of production and concern for people					
Average productivity is obtained					
Leader avoids taking high risk					
4. IMPOVERISHED MANAGEMENT					
Leader sets no proper systems to get work done					
Leader avoids being held responsible for mistakes					
Leader shows laziness in his approach to work					
5. TEAM MANAGEMENT					
Leader has high concern for people and productivity					
Leader strives to create an environment of trust and					

respect					
Motivation is high and high results are obtained.					
6. PATERNALISM/MATERNALISM					
Leader gives favours to get targets achieved					
Leader praises ideas that support them and discourage different views					
Leader commands and directs workers					
7. OPPORTUNISM					
Leader exploit and manipulates workers					
Leader strives for results that offer him personal benefit					
Leader is less concerned about workers welfare					

SECTION 3- YOUR PREFERRED LEADERSHIP STYLE

Please indicate the level of how the various leadership styles shown by your Project Manager will enable you perform better at work using the following scale. [1= Not important; 2= Somewhat important; 3= Important; 4= Very important; 5= Extremely important]. Please tick (√) in the space provided.

	1	2	3	4	5
1. AUTHORITY –COMPLIANCE					
Leader has strict rules, policies and procedures					
Punishment is used to motivate employees to be productive					
Main focus is to achieve high results					
2. COUNTRY CLUB MANAGEMENT					
Leader is most concerned about needs and feelings of employees					
The work environment is very relaxed					
There is lack of direction and control					
3. MIDDLE-OF-THE-ROAD MANAGEMENT					
Leader makes compromises of production and concern for people					

Average productivity is obtained					
Leader avoids taking high risk					
4. IMPOVERISHED MANAGEMENT					
Leader sets no proper systems to get work done					
Leader avoids being held responsible for mistakes					
Leader shows laziness in his approach to work					
5. TEAM MANAGEMENT					
Leader has high concern for people and productivity					
Leader strives to create an environment of trust and respect					
Motivation is high and high results are obtained.					
6. PATERNALISM/MATERNALISM					
Leader gives favours to get targets achieved					
Leader praises ideas that support them and discourage different views					
Leader commands and directs workers					
7. OPPORTUNISM					
Leader exploit and manipulates workers					
Leader strives for results that offer him personal benefit					
Leader is less concerned about workers welfare					

Thank you. Your help is very much appreciated.

APPENDIX TWO

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY MASTER OF PHILOSOPHY IN BUILDING TECHNOLOGY DEGREE PROGRAMME

**THESIS TOPIC: “EXPLORING THE CONSTRUCTION WORKERS’
PERSPECTIVE OF APPROPRIATE LEADERSHIP STYLE FOR THE
GHANAIAN CONSTRUCTION INDUSTRY AND ITS RELATIONSHIP TO
THEIR ATTITUDINAL AND BEHAVIOURAL PATTERN”**

QUESTIONNAIRE:

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Thank you.

SECTION 1- THE GHANAIAN ATTITUDE TO WORK

The following are some perceived behaviours/character traits common to Ghanaians at work. Please indicate the extent to which you agree with each trait as a true reflection of the Ghanaian approach to work using the following scale. [1= **Strongly Disagree**; 2= **Disagree**; 3= **Neutral**; 4= **Agree**; 5= **Strongly Agree**]. Please tick (✓) in the space provided.

TRAITS	1	2	3	4	5
1. Workers generally report late to work.					
2. They stop executing their task for the day before the official closing time					
3. Real output at work is generally below the expected output.					
4. Like to attend social functions like “one-week” celebrations of deceased friends/relatives during working hours					
5. Regularly chat and engage in idle talk during working hours.					
6. Main priority is not the achievement of work targets or the company goals.					
7. They absent themselves from work without seeking due permission from authority.					
8. Shield one another from punishment by telling lies when questioned by authorities.					
9. Mocking colleagues who diligently work themselves out for a company that does not belong to them.					
10. Spend more official time doing their private businesses than executing the task for which they are paid.					
11. Exhibit low maintenance culture for company property and equipment.					
12. They will not work hard unless they are strictly supervised.					
<u>OTHERS:</u>					

SECTION 2: DEVELOPMENT OR TASK MATURITY LEVELS OF WORKERS

The following questions identify features of one's level of development or maturity in executing a particular task. Please assess the general maturity level of your site workers using the following scale. [1= **Lowest**; 2= **Low**; 3= **Average**; 4= **High**; 5= **Highest**]. Please tick (✓) in the space provided.

FEATURES	1	2	3	4	5
Job maturity dimensions:					
1. What is their level of mastery and execution of their job descriptions?					
2. What is their rate of meeting deadlines given on work activities?					
3. What is their rate of assuming responsibility for the outcome of work to be done?					
4. At what rate are they involved in solving problems they encounter on the tasks?					
Psychological maturity dimensions:					
5. What is their level of determination in executing tasks?					
6. What is the level of their ability to independently take decision relating to their tasks?					
7. What is the level of their desire to achieve high results?					
8. How positive will they respond to the challenge of additional responsibility at work?					
9. What is their level of awareness to have planned personal career development path in their respective work areas					

Thank you. Your help is very much appreciated.