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The Role of Leadership in the Implementation of Strategic Projects in a Commercial Bank in South Africa

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WITS Business School

Thesis presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

April 2021

DECLARATION

I Phathutshedzo Mutshinya declare that this research report entitled 'The Role of Leadership in the implementation of strategic projects in a commercial bank in South Africa' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



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Signed at Johannesburg on 30th April

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ABSTRACT

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Thesis title: The role of leadership in the implementation of strategic projects in a commercial bank in South Africa

This research highlighted the role of leadership in the delivery of strategic projects in a commercial bank setting. The research followed a quantitative research strategy whereby a sample of a commercial bank was approached to gather their insights and perceptions of the leadership role in the implementation of strategic projects. The views of commercial bank employees were analyzed to identify gaps that existed in the leadership behaviours and traits currently adopted in the banks.

Findings from this research confirmed that there are indeed gaps in the leadership role that leave room for improvement for a more successful outcome of the strategic project implementation. The study highlighted that leaders in a commercial bank should lean towards agility to guide and support towards a more successfully implementation of strategic projects.

Key words: commercial bank, leadership, leader, projects, implementation, role, behaviours, theory of leadership, Agile leadership

Johannesburg, April 2021

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1 INTRODUCTION TO THE RESEARCH

1.1 Background and context

Strategic project implementation in commercial banks is a common concept for delivery of initiatives against the organizational objectives and the introduction of new products and services. A successfully delivery of strategic projects is dependent on collaborative effort between different stakeholders, systems, knowledge, tools, and techniques. These stakeholders range from project teams, operational support and the leadership team who have the power to make decisions on behalf of the organization at large. There is an expectation of support based on the behaviours and traits of the above-mentioned collaborative effort. These stakeholders, including systems have a responsibility towards certain areas of success and should there be lack in one angle, the rest suffer, and the results of the projects have a higher chance of unsuccessfulness.

Acknowledging the fact that there are multiple elements in the collaborative effort required for successful project delivery of strategic projects in commercial banks, this research only focus on the leadership element and the role that they should play to influence a more successful outcome.

There are several definitions of what leadership is from academic and non-academic reference, however one which standout in relation to this research is how Kruse (2013) put it. According to him, leadership maximize the effort of others towards achieving a goal through a process of social influence. This definition highlights influence, others, and the goals to be achieved.

For this research paper, reference to leadership was made to senior leadership within commercial banks and not project leadership or project managers. These senior leaders are those responsible for setting the vision of the organization, decision makers and have authority from a relationship perspective, resources and to finance allocation

Although there are no limitations to the behaviours that leadership should practice, literature has highlighted several issues on the lack of clarity in terms of their role in the delivery and implementation of projects.

The following section will outline the role of leadership from a global, continental and a South African view, looking at characteristics and behaviours that are applicable to commercial banks.

1.1.1 Leadership from a global perspective

The implementation of strategic projects in banks across the globe result in different outcomes owing to the role played by the leadership on the respective initiatives with these having a potential impact on their

efficacies. Carter& Greer (2013) accords that different leadership styles and practices by their top management has an influence on the organization's performance. In a commercial bank perspective, this performance is driven through successful implementation of strategic projects.

Literature reveals quite several flaws in the leadership role globally. Some examples of these flaws have been highlighted for Pakistani banks where there is a need for leadership ability to motivate employees to achieve high objectives (Asrar-ul-haq & Kuchinke, 2016). The relationship between employee performance and transformational leadership is quite significant. The behaviour and traits for leaders is the same across the worlsd and although leadership requirements may differ culturally, the same styles still apply for the achievement of higher goals (Bhagat & Steers, 2009). Project teams and leads in the U.S Federal Government are not receiving enough support from their executives , whereas other groups of people indicated similar concerns about their senior managers not engaging and contributing enough towards project success (Perrin, 2008; O'Brochta, 2010)

1.1.2 Leadership in Africa

Masango (2002), describe leadership in the African context, as someone who is viewed as a servant of the community and tribal groups, however he also in the same sentiments acknowledge that these leaders are now developing and draw on their Africa concepts of unity in order for them to be more effective. The development of effective leadership capabilities can help resolve issues and lead to improvement. There is a strong relationship between transformational leadership and effectivenes according to a study that was conducted for Kenyan indegeneous banks (Louw, Muriithi, & Radloff, 2017). A study conducted for the banks in Ibadan Nigeria higlighted relationship between leadership style and performance of their employees in order to be stronger in a global competitive environment. (Ojokuku, Odetayo, & Sajuyigbe, 2012). The behaviours of leaders has the ability to negatively of positively improve their project implementation team members' performance , therefore when their role is clear, there are chances of more successful delivery on the strategic projects.

1.1.3 Leadership in South African commercial banks

With the ever-changing strategies in commercial banks of South Africa and the pressure to remain competitive, leaders need to play a critical role to ensure success. Adopting the correct use of best practice may lead to better results for the organization and this is where the role of the leadership is crucial to shape the project environment. According to Nah et al (2001), effective project managers require the support of senior leadership for guidance and support to implement the projects. Good leadership include listening, understanding and the ability to quickly adapt to changes (Etemesi, 2012)

Lack of a clear leadership role amongst other factors has been identified as one of the common causes of project failures in the South African public sector (Rwelamila & Asalan, 2010). The successful implementation of strategic projects requires leadership that can step up in times of crisis and act

whenever the team is faced with a difficult problem. In this context, it is important to identify the specific role that leadership should play to increase successful project implementation. The cost of project failures in commercial banks can have catastrophic effect on the overall performance of the organizations and with leaders who understand their role; this is minimized if not fully avoided.

Leadership is now required to act swiftly in the implementation of their strategic projects that pave way for the overall organizational performance. There are challenges that commercial banks are coming across because leaders do not support their project implementation teams for successful delivery of strategic projects. There is an urgent need for leadership to review their styles to be more effective and supportive to their teams and this can be done by either adding on to their current styles or completely adapting to a new one.

This research was to explore the role that leadership should be playing in order to achieve more successful project within commercial banking environment.

1.2 Research conceptualization

1.2.1 The research problem statement

The delivery of strategic projects successfully and on time in commercial banks has been a major issue in the past. When the objectives of the projects are eventually achieved, either budget has been exceeded, the quality is questionable, or the project timelines have been extended to accommodate the multiple issues experienced on the projects. Project teams have been penalized as a measure to address and improve on future projects however, these attempts to rectify have not necessarily included the evaluation of the role of the leadership that may be of importance in the outcome of these projects. Literature does not always provide clear practices that would enable leadership to be more effective in their support for strategic project implementation.

The delivery of strategic projects may be more successful if the leadership is also interested in what their delivery teams are doing instead of only highlighting the need and awaiting a resolution from their teams. Project delivery teams require visibility and support of their leaders throughout the lifecycle of a project. This is necessary for quick decision making and risk management.

A study conducted, Shenhar et al. (2002) argues that even though there have been studies on factors affecting projects failures and successes, none of these have yielded any results as to what the cause could be. Nixon, Harrington, and Parker (2012) further states that the role of leadership and their contribution to project outcomes has continued to provoke debate. It was for this reason that they dedicated a study in the critical analysis to evaluate the extent to which leadership performance is significant to project efficacy.

The outcome of strategic project implementation in commercial banks can be driven by clarifying the role of the leadership required to support and guide project success, however this seem to be lacking area. Without a clear outline of the leadership role in project implementation within a commercial bank, team members may not get the necessary support from their leaders resulting in project failures. This is the

reason why it is necessary for leaders to adopt a leadership style that will be suitable for driving a positive outcome during strategic project implementations. Adopting a leadership style will help leaders understand how they can be of help and how they can support their teams to achieve their goals.

Employee performance and delivery is largely guided by the way the leadership set the direction for the bank. Thus, if there is no drive from the leadership, there is a risk of non-delivery towards the strategy that has been outlines, especially in terms of the projects that have been initiated or flagged to meet the objectives set out. Shenhar et al (2008) accords that leadership is an important component of project management and has an influence on the outcome of the project. Anantatmula (2010) differentiates between a project management and a leadership role whereby the project management role is responsible for the planning and organizing of activities in the projects. The Leadership guides and motivates others to attain the objectives set out in the project. He further states that, successful leadership stimulates people to apply new ways of thinking and solving problems. As a result of these problems, this research intended to sought answers and clarify the perceived role of commercial bank leadership that is critical for strategic project implementation.

1.2.2 The research purpose (aim and objectives) statement

The main aim of this paper was to identify the key roles that leadership need to play to have a higher success rate in the implementation of strategic projects with a commercial banking environment. The aim of this research was to highlight the key roles and leadership style necessary for successful implementation of strategic projects in a commercial bank. This will ensure more successful implementation of strategic projects in turn also achieving the overall goals of the company in the future. The secondary aims were to provide leaders in commercial banks with the perceived role according to the needs of project implementation teams. Through the identified leadership styles and behaviours, leaders in commercial banks would understand the roles they need to play to encourage enthusiasm in their employees and get them to deliver the projects that are important for the banks' strategic objectives. Through the findings of this research, leadership in commercial bank will now have a flexible reference template with the necessary leadership role that will enable them to anticipate changes and address them effectively.

The research followed a quantitative research design to gather information from a target sample population within a commercial bank. This was conducted using quantitative research instruments for data collection in the form of surveys. Using statistical analysis, the research identified the role of the leadership required in the implementation of strategic projects in a commercial bank.

The objective of this research was to highlight the gaps in the leadership role as viewed by the project implementation teams who are responsible for delivering strategic projects in commercial banks. For this purpose, the research also exposed the gaps in the current leadership styles and came up with recommendations for leadership in the commercial bank to follow to minimize the strategic project failures.

The key research objectives for this study were as follows

Objective 1: To understand the perceived role of readership within the current project environment in a commercial bank

Objective 2: To investigate the key requirements that project team members requires from the leadership for them to implement strategic projects in a commercial bank.

Objective 2a: To identify the gaps on the existing leadership role based on support required by project teams.

Objective 3: To identify the leadership styles required for successful implementation of strategic commercial banking projects.

1.2.3 The research questions as well as where applicable accompanying research hypotheses or research propositions

The following questions were addressed and answered as part of the research study:

1.2.3.1 Question 1: Is there an association between strategic project implementation and the role that the leadership plays in commercial banks?

Null hypothesis (directional or non-directional): The implementation of strategic projects in commercial banks is not impacted by the leadership role.
Research hypothesis: The Leadership role has an impact on the implementation of strategic projects in a commercial bank.

1.2.3.2 Question 2: How does the role of leadership affect the outcome of strategic projects implementation?

Null hypothesis (directional or non-directional): The success or failure of projects in commercial banks has nothing to do with the role played by the leadership.

Research hypothesis: The success or failures of projects in commercial banks are dependent on the role of leadership.

1.2.3.3 Question 3: Which role should the leadership play in the implementation of strategic projects in a commercial bank?

Null hypothesis: The current leadership role does not have any gaps that need to be addressed for effective project implementation.

Research hypothesis (directional or non-directional): The current leadership role has gaps, which need to be addressed for effective project implementation.

1.2.3.4 Question 4: Which leadership style is more suitable in the implementation of strategic projects?

Null hypothesis: A leadership style does not influence the outcome of project implementation.
Research hypothesis (directional or non-directional): The adoption of leadership styles has an influence on the outcome of project implantation.

1.3 Delimitations and assumptions of the research study

To get the correct views and insights provided for this the research, it was assumed that all participants provided honest answers to the questions that were included in the data gathering process. The responses from the data collection process were kept confidential to protect the respondents. Details of individuals participating on the research were also kept confidential and no data was used for any other purpose than it was intended. Respondents were provided with the option to leave the survey at any point of the data collection in case they felt uncomfortable with the questions that were asked or for any other reasons they may have had which hindered them from proceeding.

The scope of the research was limited to outcomes resulting from leadership roles and no other factors that have potential to influence the project success and failures. The research was conducted to understand leadership role in project implementation in a commercial bank and no other industry. The research findings do not include any other role of the leadership required for other areas of the commercial bank and have been restricted to project implementation environment. Data collection was limited to bank employees who work in the project implementation environment.

1.4 Significance of the research study

Lack of clarity on the role of leadership in projects implementation may, according to Nassif (2017) result in a number of project failures within a global project management space. He believs that the knowledge gap on the leadership requirements increase the risk in global projects. Although project failuire or success is not direclty linked to the role and behaviour of leadership, there is a risk that should this problem not get resolved, commercial banks may continue to have unexplained project failures which may impact their competitivenes in the market. Burke (2007) accords that the lack of dynamic leadership within projects, the project teams would have no direction to follow in order for them to implement the necessary requirements. Thus in essense , addresing and clarifying the leaership role may provide guidance

and direction and project teams which would in turn lead to successful project implementation in commercial banks. Clarity on the leadership role is associated with clear team objectives, commitment to achieving great results and high level of performance (West, et al., 2003).

1.5 Preface to the research report

To this end, the report has six chapters. Following this introductory chapter, Chapter 2 provides a literature review covering the problem, the past studies, the explanatory framework and the conceptual framework. Chapter 3 discusses the research strategy, design, procedures, reliability and validity measures as well as limitations. Chapter 4 and Chapter 5 presents and discusses the findings, respectively, to interrogating our research questions while Chapter 6 summarises and concludes the research.

2 LITERATURE REVIEW

A literature review is a summary of reviewed sources relevant to the research topic and it evaluates the work that has been done in that specific area. This is conducted by researchers to support a specific research requirement and to substantiate the need for conducting such a research. Researchers look for readings related to their field of study and conduct thorough reviews to identify gaps and work that has not been covered.

According to Knopf (2006), a good literature review includes a summary of findings from related research on the area of study, highlighting the areas of conclusion and gaps that would provide the opportunity for further work in the field. Basically, this should reflect the areas that have been well researched in the past, areas not thoroughly concluded and poorly researched or non-existent research areas. Rowley & Slack (2004) share the same sentiments and highlight that research in any subject area should be informed by existing knowledge.

Literature review builds up on existing work focusing more on the critical review of the work as opposed to rewriting what has already been done (Jesson, Matheson, & Lacey, 2011). Thus, the completion of a literature review enables the writer of research to give their view on what has been done, whether agreeing or disagreeing to what other researchers have put there.

Literature reviews may address both theoretical and practical questions that form basis of the research being conducted (Jesson, Matheson, & Lacey, 2011). There are different types of Literature review that can be conducted, i.e., traditional literature review and systematic review.

Sources for literature includes, but not limited to journal articles, books, and web resources. These can be accessed using different tools to identify and locate the information required. These tools include library catalogues, search engines and online databases (Rowley & Slack, 2004).

Significance of the Literature review

A literature review highlights what is already known from the topic, the interpretation from this and gaps and contradictions identified from existing research. This ensures that the researcher can add onto the knowledge repository giving a fresh perspective and new dimension to the context (Jesson, Matheson, & Lacey, 2011).

Randolph (2009) accords that when an author conducts a good literature review, not only do they demonstrate their knowledge, but they are also informed of the pioneers in those field of study. He further states that in writing a good literature review provides an author with a framework to differentiate between the findings from the new and past research during the discussion. A review of existing knowledge may be a step towards a bigger research study (Knopf, 2006).

Although the review of literature may be deemed a difficult task considering the amount of work that has been conducted in the past, it is a necessity to be completed before research is conducted to avoid duplication of effort in already completed work, and to ensure that the research being conducted is necessary.

This chapter provide details of a view of past theoretical and empirical research conducted on the role of leadership, their involvement in strategic projects and the gaps that are available with the current setup in commercial banks from a global, continent, and South African perspective. Information for the section was gathered from academic books, journal articles, conference proceeding, and other sources related to the study. The section also covers areas that have been researched inadequately with earlier studies and a theoretical framework to guide the proposed study was ultimately developed.

2.1 Research problem analysis [Symptoms, root causes, and consequences of unclear leadership role in the implementation of strategic projects in commercial banks]

This section provides a further analysis of the research problem, highlighting main issues that may result from unclear leadership role in the implementation of strategic projects.

Leadership Effectiveness

Ineffective leadership is necessary for the guidance and support of employees to ensure that they are motivated to deliver at their best to achieve the organization strategic objectives. When leadership is ineffective, there is no sense of direction as there is no one steering the team towards achieving the goals set out. According to Ojokuku, Odetayo, & Sajuyigbe (2012), organization in the Nigerian banking industry reported several cases related to their organisation and this included the inabiity to meet the required obligations for the banks. These issues were all linked to the lack effective leadership and the absense of coordination and motivation of the workers by the leaders. This saw many banks within the Nigerian banking industry being subjected to mergers and acquisitions due to their increased financial distress.Effective leadership is key in the achievement of successfult project outcomes (Nixon, Harrington, & Parker, 2011). Effective leadership is the ability to get others do the work willingly , with zeal and confidence whether or not the leader is physically present (Ikpefan & Agwu, 2015).

Leadership Support

Leadership support to project team is considered one of the critical success factor in the implementation of strategic projects with the involvement of leaders yielding a significant improvement on success of projects.When there is low or no engagmeents from leadership to their teams, leaders are unable to provide support in elements of project delivery and as a result there is no loop for continuous feedback which may eventually leade to project failure. Fortune and White (2006) accords that top management supported is one of the most cited critical success factor in the delivery of project. Employess require leaders who are able to nurture and support them in order to improce their productivity and increase job satisfaction.

Strategic leadership

The exposure to strategic leadership has led many organizations to fail achievement of their profitability margins. Carter and Greer (2013) describe strategic leadership as the ability for leaders to create a vision and direction that will guide the organization towards success. Limited strategic leadership may have potential to influence an organization's performance, competitiveness, and sustainability (Bansal & Desjardine, 2014). Organizations without strategic leadership, may not be able to implement their strategic projects and ultimately losing out on profits. (Jabbar & Hussein, 2017) argues that strategic leadership is responsible for managing and driving critical processes through themselves and others and enabling leaders to regularly adjust with changing times. Strategic leadership entails the expression of strategic vision and development of action plans that guide the project management teams. Unless, the leaders support their teams, the implementation of their visions and strategy will not be possible (Kerzner, 2018). Organizations with strategic leadership are more strategically productive, inventive, and efficient, the workers are encouraged to follow their own ideas when it is necessary for the delivery of their work.

Leadership performance

Through their performance, leadership can gain credibility of their teams. Such behaviours may also be associated with critical success factors for strategic project implementation. Although this behavioral trait has been noted throughout literature as a requirement for excellence in driving project teams for change, Nixon, Harrington, and Parker (2011) argue that leadership performance has been found to be ambivalent and its application and impact to project outcomes has not necessarily been determined. To augment employee satisfaction, the adoption of effective leadership styles helps leaders to improve on their performance and in turn motivate their employees to exert extra effort in the goals set out for them (Asrar-ul-haq & Kuchinke, 2016).

Leadership Styles

Turner and Muller (2005) accords that the competency and styles of leaders are key factors for an organization success. Leadership across the world have different styles that they use to exercise their authority within their organizations. The styles are an approach in which leaders use their influence over their teams to achieve the objectives of the organizations. These styles are a combination of the leaders' backgrounds and attitude in their respective fields. A study conducted by Awamleh (2005) found that leadership styles have a positive impact on the overall job satisfaction and performance of employees. Saleem (2015) accords that the success of many organizations is dependent on the leadership style used citing transactional and transformational leadership to be the most important in organizational efficiency. He believed that the type of leadership style exerted affects the employees. The consequences of the correct application of the different leadership styles may yield positive results within the organization and thus understanding the requirements of employees is vital for the success of the organization. Leadership styles together with other combinations such as teamwork, authority leads to effectiveness (Ikpefan & Agwu, 2015). To bring success, leadership styles should be flexible, innovative and emphasize on motivating teams to delivery success. Leadership style has a direct relationship with the performance of their employees and whenever leaders encourage them, the employees in turn be motivated to improve on their delivery. To stay ahead of competitors, different leadership styles can be employed to manage team members effectively and keep up with the competitive markets. (Asrar-ul-haq & Kuchinke, 2016). The

adoption of various leadership styles helps leaders to motivate and stimulate their employees for better success in the organization (Andersen, 2016).

Influential Leadership

The path of influence in leadership is important for shared values and probably one of the most important effect of leadership regarding clarifying the role of others, job satisfaction and commitment to delivery for the organizations (Clark, Hartline, & Jones, 2009). Leaders who act as story tellers inspire others to believe in the messages and encourage necessary ehaviours from their employee.

Leaders in a commercial bank require a guide that will assist them to posivitely contribure to strategic project implementation and play their part to ensure that the implementation of project is more successful.

2.2 Research knowledge gap analysis [Methods, data, findings, and conclusions of unclear leadership role in the implementation of strategic projects in commercial banks]

A study conducted to identify the role of leadership in projects conducted globally and in multiple culture, (Nassif, 2017) accords that there is gap in the alignment of project leadership to objectives. Although there haven't been any studies on the role of leadership in strategic project implementation in banks, there is some literature on the role of leadership and the research knowledge gap is analyzed from this regard.

Hoque (2016), used the quantitative research design to conduct a descriptive cross-sectional study to investigate the leadership practice in banks whereby the target population was all managers of the bank in Kwa-Zulu Natal. A questionnaire in the form of an online survey was used to gather data. Hoque does highlight the issue of missing variables on the data collected leading to the exclusion of this data. The findings for this research were deemed to be acceptable. The conclusion for this research cited transformational leadership to be more appropriate than transactional leadership style.

Another similar study reviewed as part of this study was the investigation of the involvement of top management in project management. In the study, Zwikael used the quantitative research method to collect and analyze data for the study. Independent and dependent variables were identified for the study. Data was collected through questionnaires which used Likert scale for answers. The findings confirmed that the top management support in project was deemed a positive influence (Zwikael, 2008).

Adiboya (2017) used a case study qualitative research method to analyses data on the exploratory study effective leadership practices of Nigeria bank leaders. This decision was based on the flexible nature of the data availability. Data was collected through interview questions to obtain in-depth information and archival document review to reinforce the data from semi structure interview method. Adiboya highlighted that the data from this research was effective and answered the research questions.

2.3 Qualitative attributes or quantitative variables key to the research

The research took a quantitative approach to gather data on the factors of leadership agility that affects the delivery of projects. This was in the form of independent and dependent variables that comprised of different members of the project delivery teams across the bank. The respondents that formed part of the target population were requested to provide certain demographics information which did not necessarily impacted their views of the research questions.

The dependent variable for this research were successful project implementation and the independent variable being the leadership role.

According to definitions, a variable is a phenomenon that has the capability of taking on different values XXX. In research, these variables can be categorized as independent and depend variables.

A dependent variable is the concept that would be the dependent of the consequences or cause in the research. An independent variable is defined as a variable that influences a dependent variable. As an example, for a research like this one, Zwikael (2008) in his study on the investigations of top management impact on project success indicated project success as the dependent variable and top management as the independent variable

2.4 Framework(s) for interpreting research findings [Established frameworks that interpret the leadership role in the implementation of strategic projects in commercial banks]

This research had put forward four theories of leadership relevant to the theoretical and the conceptual frameworks, which leaders may need to assess for their role in the implementation of strategic projects in commercial banks. The three theoretical frameworks covered herewith are theories are Theory X/Y, Leadership Grid, Transformational leadership, and the conceptual framework being agile leadership. However, before getting into details of these theories of leadership, it is quite important to understand the project human resource management concept of the project implementation lifecycle.

Project Human Resource Management

Project management has been adopted in several organizations including commercials banks as the preferred pathway in which changes, and strategies are implemented. These projects that are undertaken usually involve different variables that come together to ensure successful delivery, ranging from human resource, budgets, and technical variables. Regarding the human resource variable, this is made up of various interest groups like stakeholders which include senior managers/leaders, employees, and customers. To this study, stakeholders included four different categories that are senior managers/leaders, mid-level managers (could be line managers), project portfolio managers and project managers (Beringer, Jonas, & Kock, 2012).

As mentioned in the introduction section, the paper was specific to leaders or senior managers that are somehow involved in the projects within a commercial bank environment. According to Beringer, Jonas, & Kock (2012), senior managers or leaders are the ones that decide on the project management processes and standards. These includes prioritization, how the projects are selected, how the projects are evaluated and the acceptance criteria for implementation. The senior leaders are responsible for timely decisions impacting the projects, reprioritization, and reallocation of resources. The following frameworks were based on different theories of leadership applicable to the leaders.

Leadership Style X and Y

Theory X and Theory Y leadership concepts represents different sets of human nature and behaviours that are related to the practice of management (Singh, 2019) According to Bojavdziev et al (2016). Theory X leaders are those leaders with a negetive attitude and belief that other pople are generally lazy and do not strive towards reaching their potential, whereas those that identify with being Theory Y type of leaders are an opposite and believe that people are self motivated and work towards achieving their highest personal accomplishment.

The concept of Theory X and Theory Y of leadership dates to multiple decades, a notion that was made famous in the 1960s by Douglas McGregor. He argued that there exists two types of leaders, Theory X and Theory Y leaders and that they have a dominant influence on implementation within their organization. McGregor believed that leadership is the relationship between the leader and the situations that they are faces with as opposed to just their characteristics (McGregor & Cutcher-Gershenfeld, 1960). Athough the theories X/Y date back to the 1960s and mostly focused on the leadership behaviours, there has been recent studies conducted to validate the same relevant to ledership issues in recent years. In refelection to the theories and what they stand for, suggestions have been made to rather change assumptions and attitude for Theory X/Y as opposed to changing the behaviours of the same in order to deal with leadership issues (Pastor & Mayo, 2008).

These theories of leadership are linked to certain behaviours and traits with Theory Y being associated with success behaviours such as participative leadership, delegation of duties, growth opportunities and performance appraisals, and Theory X being associated with limited success. (Kopelman, Prottas, & Davis, 2008). Sing (2019) argues that Theory X denotes a negetive view of human nature wherase Theory Y exhibit a more positive view. He further accords that Theory Y assumes that close supervision and punishment threats do not induce employees into more productivity which unfortunately does not effectively mean that this theory is better than Theory X.X. highlights that the applicaion of Theory X and

Theory Y allows managers to compare their beleifs with the realirties of the workplace by assesing underlying assumptions.

There are unfortunately gaps identified in these theories due to the fact that they were never measured nor the validity of the claims tested (Miner, 2003). There haven't been any confirmed findings of the relationship between the behaviours and attitudes athough Theory X and Theory Y are included in serveral textbooks as theories of motivation and remail highly relevant (Leanna , Kopelman, & Prottas, 2015). Little research had been conducted to substantiate these theories. Islam& Eva (2017) concluded on their research that within the banking industry, it seems that Theory Y is the most applicable as banking is more structured and well disciplined.

Conclusion

Although the theories seem to be an alternate of each other, both Theory X and Theory Y can be used by leaders based on the need for the implementation of their strategic project implementation leading to more success. There is a need to apply the Theory X leadership style for managers to be able to control, closely motivate and supervise their teams for better implementation. Also depending on the setup and maturity level, leadership Theory Y can be applied to enable leaders to establish a sense of trust with their workforce giving them a platform to make own decisions and deliver at their best while also seeking more responsibilities.

Leadership Grid

Blake and Mouton's leadership grid, also referred to as a managerial grid is a tool that is used to identify predominant styles of management for leaders. This grid consists of x/y axes with focus on two independent behaviours dimensions, namely the concern for production and the concern for people. In accordance with this grid, the rationale is that for organization management, people and production are the most important factors to consider (Blake & Mouton, 1972). The managerial grid was developed to enable identification and improvement of interpersonal styles, i.e., social aspect, and Production aspect in managers. Leaders who can have a balance and are able to perform both tasks are able to maintain a healthy balance in their organization. The grid highlights five leadership styles resulting from a combination of concern for the people and concern for production. The leadership styles are as follows:

- Impoverished management- This manager is not too concerned by neither results nor people and does not give exercise their authority to achieve results.
- Country club manager – This type of a manager focuses on people but does not care much for production because if his belief that happy employees meet their work expectations (Dedinova, 2015).
- Task manager- This leader has moderate concern for people and results.
- Middle of the road manager- This type of a leaders has transactional leadership style which sets them as those that perform just the minimum and expected level of performance that is enough for them to be deemed as working in the organization (Avolio & E.E, 2002).

- Team manager- This manager has high concern for people and high concern for results and they also know how to motivate teams.

Although credit has been given to Blake and Mouton on their highly significant work, several author including James Scouller have highlighted gaps in this model citing that it is does not completely address the need for adaption based on different situation and leadership's psychological make-up. According to Scouller these two dimensions are particularly important for leadership (Scouller, 2011). Weinbach somehow agrees with this statements and state that the model does not provide guidance and direction on leadership development. Its usefulness is more related to the understanding how leaders see themselves and how their subordinates view them as a ranking of their leadership style. Einarsen, Aasland, & Skogstad (2007) accords that although leadership derived from this model may have some elements of ineffective in terms of behaviours, the model is not fit for purpose to address destructive behaviours on its own. This is the reason why an extension of the model has been created to include constructive and destructive leadership.

Conclusion

Although team management has been highlighted as the most effective leadership style from the managerial grid, it is also important to acknowledge the other styles, as they might be beneficial aspects of project implementation within a commercial bank. Leaders need to be able to know which style to adopt during their involvement within projects and understand the consequences of doing so. The theory focusses only on people and production and ignore all other elements of project delivery like systems. If leaders focus mostly on the two, issues might arise in other areas ultimately affecting the project implementation.

Transformational Leadership

Transformational Leadership is a theory of leadership whereby leaders work with their teams to identify the required change for their organization and work on plan to execute this change together. Keegan and Hartog (2004) paraphrased transformational leadership as be the ability of leaders to create strong identification with team members through a shared vision that is mostly focused on rewarding more than just project delivery. Craig and Parker (2008) accords that through transformational leadership, an ensemble of skills into multi skilled teams for the accomplishment of project goals.

The idea of transformation leadership was initially presented in the seventies by James Burns for political leaders; however, this term is now used for organizations. According to Burns, this type of leadership allows pioneers and their supporters to help each other for an improved level (Burns, 1978).

Although it may seem that transformational leadership is only based on an exchange between reward and work, it is also key in relationships within the organization (Anantatmula, 2010). (Agut, Blasi, & Nomdedeu, 2019) argues that although transformational leaders are assertive, this does not weaken their social element of leadership which is required for their inspiration of followers.

Conclusion

Due to its nature of leadership working together with their teams, transformational leadership will help leaders in commercial banks to understand that collaboration amongst them and their teams is quite important.

Agile leadership

For this research and the review of the above three theories of leadership, the paper highlights the conceptual framework for this research which is based on agile leadership. This concept of agility stems back from the mid-1990s and was mostly adopted in the software development organizations. The key element for agility has always been dealing with continuous change. Over the years, this concept has been developed to include other areas and not just software development but also from a people behaviours perspective.

Agile leadership has been defined as a practice of creating self organized team, delivering quality results, setting up environments that allow for collaboration but mainly it the ability for leaders to adapt to change. Through the concept of agility, leaders continuously guide and influence their team behaviours by encouraging continuous discussions on the vision of the organization. (Parker, Holesgrove, & Pathak, 2015) highlight the principles of agile leadership as the ability to intrinsically deal with change, view the organization as adaptive, and managing outcomes by removing obstacles that might prevent teams from achieving their goals.

Commercial banking is regularly evolving and requires leaders that are flexible and able to adapt to changing climate in a faster pace. There is a lot of uncertainty and volatility within business environments, which require agility in the operations. Sharifi & Zhang (2001) accords that for organization to cope during the drastic and unexpected changes; there is a lot of flexibility and adaptability that needs to happen. Agile leadership is the ability for leaders to make effective decisions under situations of volatility, complexity, and ever-changing environments (Joiner & Josephs, 2007). It encourages leaders to learn new styles of leadership and the ability to switch from their normal leadership style to quickly respond and dynamically adapt to changing circumstances (Meyer & Meijers, 2017).

Agile leaders have the capability of thinking outside the box in order to align the extenral and internal environments withing their organisations. Competion amongts commercial banks is continuosly increasing and when leaders are able to think out of the box, they are also in turn able to minimise the impact of challenges brought in by their completitors. Due to their agility, these leaders are unable to discover the strengths of others and take the opportunity to capitalize for the benefit of the organisation (Attar & Abdul-Kareem, 2020).

The benefit of being an agile leader is that such leaders are able to guide and continuosly inflence their team behavior by defining and following through the company vision. Parker, Holesgrove, & Pathak (2015) accords that when the team is able to strongly grasp the vision, it keeps them focused on the ultimate goal regardless of any difficult decisions that may be required for the business. In a commercial bank, the guidance from the leadership may help with more successful project delivery and meeting the strategic goals aligned to these projects.

Conclusion

Although the commercial bank strategy would normally be agreed upon beforehand based on completed groundwork, delivery against this strategy may be coupled with challenges that require leaders to be agile in order for them to quicky adapt to the changes, bringing in some level of control and confidence to their teams. Good leaders should strive to be as agile as possible to ensure a more positive outcome of projects that are implemented in their commercial banks. Leaders need to understand the concept of agility and why they need to become agile in these competitive and volaite markets.

2.5 Summary and conclusion

2.5.1 Summary of literature reviewed

Although there is limited research on the role of leadership that is not project leadership, there exists limited articles on the leadership role across industries. Several behaviours and traits have been identified through the process of reviewing literature across and there seem to be similarities on some of these even though there are different theories of leadership that exists. Concepts such as effectiveness, strategic, influential performance came up quite a lot. Based on this is can be concluded that the role that this paper intended to determine might have qualities from all theories that leaders need to play in the implementation of strategic project.

2.5.2 Conclusion

The literature review highlights the theories of leadership which includes characteristics and behaviours that leadership should adopt to positively contribute to successful implementation of strategic projects. Literature identified the characteristics that come with different leadership styles and behaviours that are required for organizations to survive during the changing business environment. Although the amount of information is for the general leadership role, there is quite a lot of information that is applicable to commercial banks leaders. From the literature that has been reviewed, there is an opportunity to apply the learning to the commercial banks ensuring that this is applied to project implementation which is what these paper aims to achieve.

3 RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

This section highlights the methodology that guided the research to answer the questions in chapter 1 of this document. The section includes the research strategy and design followed, the procedure, tools and techniques that were used for data collection. Before going into the details pertaining to the research methodology used in this research, it is important that the paper provides details on the concept of research methodology.

The research methodology outlines the process for conducting research, information on the techniques that will be used to collect data and how the specific data will be stored, collected, and analyzed for presentation. This highlights the researcher's preference for data collection and analysis. According to Rajasekar, Photomarathon & Chinnathambi (2006), research methodology is a systematic way of problem solving and studies how the research should be carried out from a procedural perspective.

Apart from being a guide to the research, research methodology has many dimensions, and these include research methods, the logic behind these methods based on the context of the research study, and able to provide reasoning as to why a preferred method is being used over the other. Thus, research methodology differs for different problems depending on the problem that the author is trying to address.

Igwenagu (2016) defines methodology as a research strategy that a research is undertaken and according to him does not focus on the how. Methodology highlights the reasons for undertaking a specific study, details around the problems that the author is trying to solve for and the different methods adopted for the study. It highlights the constrains and clarifies the assumptions that are made prior to conducting the research.

There are times when research methodology is confused with method and it is important to note that these two terms are completely independent of each other. Although the research methodology may highlight details on the method to be used, the method is the actual means and modes of collecting data or calculating specific results. Research methodology allows the author to employ a preferred systematic method to address the identified research problems. In understanding the research methods, the author guided by the methodology, also understands which methods would be relevant to assess the meaning and reasons why they believe it so.

Significance of research methodology in research

Researchers need to design a methodology that will be used to address their problem. This enables them to understand not only the application of certain methods for their problems, but also to differentiate on which one is more suitable, which ones would be more accurate and efficient. This is what constitute a research methodology (Rajasekar, Philominathan, & Chinnathambi, 2006).

A research methodology helps explain the reasons for taking a study and how the researcher concluded that there is a problem to be addressed. it also gives more details on method, data collection and how the same was analyzed for the chose project. Igwenagu (2016) accords that a research methodology aids in the

development of a critical and scientific attitude that helps in evaluating the research results with confidence.

Academic research makes use of research methodologies to test hypotheses or theories that form basis of the study by checking the validity and reliability of the results. There are three main approaches to research that are usually followed by researchers. These are the qualitative research methods, the quantitative and the mixed research methods. These have been detailed below and are not in any order of importance.

Quantitative Research

Quantitative research is a type of research that uses statistical or numerical data to investigate a specific topic. This assumes that the information that will aid in the investigation can be measured and subsequently analyzed for any relationship and trends. These trends and relationships are used to make conclusions about the study. Sukamolson (2007) defines quantitative research as the process whereby a phenomenon is explained using a numerical representation and the manipulation of observation to gain reflection from those observations. The main goal for this type of research is to build measurements that is both accurate and reliable enough to allow for statistical research (Goertzen, 2017).

Quantitative research uses variables, i.e., independent, and dependent variables for the measurement of the relationship between two or more components of the research. For a given situation, the research answers what or how type of questions from direct and quantifiable questions. Due to the nature of this research, respondents are not provided an opportunity to provide more details on what they think or feel pertaining to the situation. The interest is more on highlighting the trends that are picked up from the data sets.

Some of the advantages of quantitative research includes the ability to generalize findings to a specific population using replicated methods and research frameworks. Due to the nature of this research, it is viewed as being more realistic and at times positivist compared to its peer, qualitative research (Sukamolson, 2007). Its main characteristic is that it focuses on deductions. theory, hypotheses, predictions, and statistical analysis amongst other things (Johnson & Onwuegbuzie, 2004). Hypotheses testing is already constructed before the data collection process and thus findings are generalized based on random samples of the target population. This means that the researcher may construct a situation that allow for a specific cause and effect relationship.

Although the research can reach a wider population, it also comes with some limitations such as longer periods for data collection, challenges in reaching the target groups and the fact that respondents are not provided an. opportunity to be more expensive when they take part in the research (Goertzen, 2017). There is a concern that the research categories and theories used within a quantitative research may not reflect the local understating of the population. Johnson (2004), in his identification of the weaknesses for a quantitative research accords that researchers may miss out on what is exactly happening due to their focus on the hypothesis or theory being tested as opposed to the generation of the same (Johnson & Onwuegbuzie, 2004).

Quantitative research is classified into several types such as survey, correlational, experimental, and casual-comparative reaches. What differentiate these types of the research is their characteristics (Sukamolson, 2007). The experimental quantitative research assumes specific conditions to test hypotheses that are created from the theory, whereas the casual-comparative research although a bit like experimental research, does not manipulate the variables related to the study. Survey research on the other hand is more descriptive and non-experimental, something common to the correlational research.

Qualitative research

Although there isn't a precise definition of qualitative research, is has been defined as an iterative process whereby new significant distinctions result help to achieve an improved understanding of a phenomenon which is being studied (Aspers & Corte, 2019). This type of research is based in its nature of being ethnographic and interpretative. According to Denzil and Lincoln (2005), this nature of research involves the study of things in their natural settings and attempting to interpret the findings based on different people's meaning of the phenomena. Empirical material is collected in the form of case studies, interview, personal stories, and experiences which is then used to describe problems, routines, and meanings. Data collection may be different in terms of what the researcher aims to collect, however the idea of pulling the content is similar. There are several reasons that are the basis for choosing qualitative research as the preferred research method. These range from the type of social studies, research questions to be studied and limitations of a quantitative research Significance of qualitative research (Flick, 2018). Qualitative research is conducted to gain individual, or group level understanding of the phenomenon being studied. This can be done with

minimal knowledge of that phenomena. Researchers who use this method fit into the cause-and-effect approach interactions that is applied into studies to produce an outcome.

The findings from qualitative research are more informative, offering enhanced understanding of the problem or study because of the differences in the data collected and the analysis performed. This research focus on meaning, characteristics and traits of different people, events, and settings. Tewksbury (2009) accords that qualitative research focus on the description of things, definitions, concepts, and other things that are not quantifiable with regards to the study. Emphasis is given more to the interpretations and views to consumers, contexts, and a deeper understanding of concepts.

The benefit of using quantitative research method is the fact that the researcher gains true understanding of social aspects of how things happen. Its central approach and value placing are on complete understanding and how their target individuals and groups understand, operate and experience dynamic and social settings. Kalu (2017) argues that qualitative research is deemed to be a good research due to its ability to demonstrate accountable and transparent behaviours throughout the research process. In comparison to the quantitative research, which makes use of numerical and statistical analysis, quantitative research has been marginalized and considered weak in theory development. This does not take away from the fact that is does provide valuable insights and knowledge advancements. The contribution may be different to that of quantitative, but this is equally valuable. Johnson (2004), accords that the major characteristic of qualitative research lies in its induction capabilities, exploratory nature and the generation of the hypotheses or theory.

Collecting qualitative data may be challenging in the sense that this is collected directly from people, meaning that the researcher may need to establish a relationship with these people. Thus, the researcher may need to present themselves differently for encounters with different people selected for the study (Tewksbury, 2009). The relationships need to be maintained throughout the period of the study for the researcher to be successful. Physical interaction may also introduce safety threats and dangers which may impact the completions of the research.

Mixed Research methods

Mixed research methods are used to address research questions and objectives using an integration of both qualitative and quantitative research approach for a single study.

This approach is not necessarily beneficial to all research projects however every now and then, the need arises to approach research questions differently to cover all angles of the required outcome. The use of mixed research approach addressed the "what and how" and the "what and why" questions to come up with a conclusion that is quantitative and qualitative (Tashakkori & Creswell, 2007). According to Johnson (2004), the goal of this research method is not to replace either the qualitative or the quantitative research methods, but rather to minimize the weakness of both by drawing from their strengths across studies. There is no confirmed stance that this research will provide perfect solutions but instead, the objective is that this will fit in insights from both quantitative and qualitative research into a workable solution.

Mixed methods research has integrated methods questions to highlight how the different findings from the qualitative and quantitative research might relate to each other. Some authors have argued that mixed methods tend to push qualitative status to secondary status as an adjunct to more experimental trials. In response to the critics of mixed methods (Creswell, Shope, Clark, & Green, 2006) suggests that qualitative research does not compromise mixed methods research but in turn it's more prominent. He further highlights that through mixed methods, there is level of democratic value to the researchers seeking to find answers in the social. human science a behavioral community.

This research method offers great promise to researchers whose main aim is to have methodologies that describe and develop techniques that are closer to the real-world scenarios (Johnson & Onwuegbuzie, 2004). Researchers who use this method need to consider all characteristics of both quantitative and qualitative, from which they can gain an understanding of the strengths, weaknesses to combine strategies. (Small, 2011) argues that the are more diverse and innovative ways of combining methods for empirical studies and that there is enough literature whereby these ways are highlighted. Employing multiple data for a single study may benefit the researcher in terms of confirmation and complementing the study. This ensures that findings are further verified from two different sources which may complement one another.

McKim (2015) highlights the importance of understanding the value add from mixed methods by researchers in terms of what is understood and interpreted as compared to purely qualitative and quantitative studies. Mixed methods have been found to add value from an increased findings validity which further supports the collection of a second data source and the creation of knowledge (Hurmerinta-Peltomäki & Nummela, 2006).

They further argue that research approach using mixed methods broaden the understanding of a concept and assist in gaining a deeper meaning as compared to research that uses either qualitive or quantitative research.
The importance of having a criterion to make a conclusion based on mixed methods does not overshadow the importance of understanding the perceived value for the same. This means that value and quality of the mixed methods are closely related (McKim, 2015).

3.1 Research strategy

According to Grove (2015), a research approach or strategy has three basis components, which are the philosophical worldview of the research, the design, and methods. This is sometimes reffered to as the research paradigm which is describes as a way of understanding reality and studying through assumptions of ontology, epistemology , methods and methodology (Rehman & Alharti, 2016). For this research, the intention was to gather data that will assist with the identification of the role of a leadership in the implementation of projects. Generally, the literature segments these into three strategies, namely quantitative, qualitative, and mixed research. To determine the role of leadership, this research followed a quantitative research strategy.

According to literature, research centered on leadership has been mainly qualitative and for a different perspective, this research will follow a quantitative strategy. Jaroslav (2013) used a similar strategy to prove the relationship between the leadership style of branch managers and the productiveness of the bank clerks in Slovakia. The reason for selecting this research strategy was that a similar strategy had been used in his area in the past. The usage of this specific methodology allowed an exploration of the changes in managerial leadership styles and salesclerk's productiveness.

The benefit of using quantitative research strategy was that it reached a higher sample size within the commercial bank collecting different view on what is perceived as the leadership role and the gaps in strategic project implementation.

3.2 Research design

Mouton (2001) accords that the main objectives on a research design is to answer questions related to the type of study that will be undertaken in search for answers to the research problems. The research design consists of a plan and structure of the research and effectively augment the validity of the findings. The design outlines the process that should be followed to explore the research questions to determine the decisions and actions that should be taken (de Vos and Fouche, 1998:77-80).

According to Bryman's (2012), five generic research frameworks are usable in the collection and analysis of data. These range from experimental, longitudinal, comparative, and cross-sectional and case study designs which are evaluated in terms of their considerations and criteria for research findings.

This research collected primarily numerical data to explore the relationship between the research and theory, hence a quantitative approach. Using quantitative research design expressed the research problem using statistical data to analyses the opinions and behaviours of a larger sample population by using defined variables. Davies & Fischer (2018) accords that the use of quantitative research helps to find answers through the testing of hypotheses and using impartial and objective scientific methods. The results on a quantitative research can be projected over a larger population through conclusions and recommendations. Delict et al (2017) followed the same research design to demonstrate how the quality of leader follower relationships affect profitability in a bank. A quantitative designed was deemed to be most suitable due to its nature in self-administration. This specific design helped them to gather responses from multiple stakeholders impacted by project delivery within the organization.

In relation to this research, the design assisted in the discovery of quantities of people with different perspective of what leadership in commercial banks should behave and act in the implementation of strategic projects.

3.3 Research procedure and methods

This section highlights the research method adopted for this paper, which is the quantitative research approach. This research methodology was based on the analysis of statistical data to assess the objectives of the research.

3.3.1 Research data and information collection instrument(s)

Research information and data collection instruments are tools used by researchers to collect data during the research process. These can be different for each research, include tools such as observation schedule, and interview schedules.
For this study, the research adopted deductive reasoning, which are biased for a quantitative research approach and were based on an observation schedule. Observation schedules are essential for turning complex and multi- layered observation into date that is reusable. The schedule was prepared before the data collection and consisted of features and behaviours that should be observed during a specific observation. Observation schedule provides clear guidelines required in focusing observation and data recording. Research data collection instrument structure considers the type of questions that should be asked from the respondents and is categorized into three structures namely, structured, semi-structured and unstructured data. For this research, a structured data collection instrument was used to consider the type of questions appropriate for the study. This reduced the amount of time required for

respondents to think before they complete the data collection process. The research followed a fully structured observation schedule. (Meyers, Meyers, & Gelzheiser, 2009) made use of the fully structured observation schedule to observe leadership roles in a situation whereby decision making is shared within three teams. Using the participant observer methodology, created the ability to structure their questions before approaching the participants. For this research, a fully structured observation was used to specify categories of behaviours that were applied prior to assigning participants in the same. The questions that were used to gather data on the role of leadership were developed using academic sources and books on leadership and the internet. This was based on key words from the research.

3.3.2 Research target population and selection of respondents

3.3.2.1 Research target population

Tarsi &Tuff (2012) defines a population as the number of individuals that are present in a specific geographical range relying on the same resources and constrained to the same environmental challenges. The target population is the population of interest for a study (Majid, 2018). This helps to group research participants according to the eligibility criteria to determine whether the individuals are fit for the research study.

The target population for this research included commercial bank employees in junior, middle and senior levels within different project implementation environments in a bank. This included permanent resources with different levels of experience with projects.

A similar target population was used in study conducted by Lategan and Fore (2015) on the impact of leadership styles in the success of projects whereby the aim was to investigate leadership style perceptions within a telecommunications environment. To get a better view from the impacted group, the authors selected individuals within and operations teams. The benefit of selecting a similar population in the bank would help to get a more accurate view of the current role being played by the leaders from people who deal with them.

3.3.2.2 Sampling or selecting respondents from the target population

Sampling is described as the selection of cases or people that are relevant for the study or investigation being conducted (Bryman, 2016). This is a subset of a larger population that forms part of the study and it resembles the population from which it was drwan

from. Lynn (2016) argues that although this is a complext discipline, the methods for sampling should be obective and have the ability to provide maximum accuracy in the expected results.There are two types of methods that are commonly used for sampling in quantitative research of which one is the represantitive sample, whereby the sample is taken from representatives in order to extrapolate the results to a wider population. The other type of sampling in quantitative research is the convenience sampling which unfortunately cannot be extrapolated to the wider population due to its limitations and the fact that it is descriptive only (Shields & Twycross, 2008). For the purpose of this study and to ensure coverage of different perspectives on the role of leadership within a bank, the representative sampling was used for the quantitative reasearch. This ensured that the findings of the research could be be translated to not only the sample but a larger group of the commercial banking population.

Kissi et al (2013) used the same sampling method to examine the role and impact of transformational leadership behaviour on project performance. The representative sampling was used for the collection of quantitative data covering approximately 350 project managers across the UK from about 8000 staff members to have a better representation of the project managers working alongside the leadership team for their study. Although the authours only received responsed from 71 individuals, the results yielded a sampling adequacy. Representative sampling allows for generilazation about groups that are much larger that the samples selected for the study.

3.3.3 Ethical considerations when collecting research data

Research ethics differentiate between moral and immoral behaviours that is applied when data is collected and processed during the research process. Clark (2019) argues that ethics are norms differentiating unacceptable and acceptable conduct and behaviours. Other authors such as Saunders et al (2009) also share the same sentiments and believe that ethics are the norms that guide behaviours and relationship in terms of moral choices.

Our research complied to the ethics guidelines stipulated by the University of the Witwatersrand and did not deceive, stress nor harm the target population during the data collection process. We obtained consent from the bank to request participation in the data collection and included a consent clause on the engagement with respondents. All responses received from the respondents were kept confidential and the identities of the respondents was not revealed. A consent form was included on the first page of the data collection instrument and respondents were provided with an option to opt out at any point of the data collection.

3.3.4 Research data and information collection process

Research data collection is the process of assembling data from relevant sources using different channels to address the research problem and analyses the data to find solutions respective to the research objectives. Different data collection methods exist for both qualitative and quantitative research depending on the area and nature of the research aims and objectives. Leeuw (2008) accords that there are different modes of data collection for different research requirement, and he guides researchers on the modes to choose for different findings. Literature highlights the four different data collection techniques as participant observation, interviews, documents and focus groups discussions. For this research and taking guidance from literature, data was collected through internet-based interviews (online surveys) to understand the views of participants on their understanding of what leadership in project implementation entails. The survey research data collection is one of the popular and common mode for business and management research and therefore Zefeiti & Mohamad (2015) applied the same method to study the importance of transformational leadership behaviours and its outcome. This is due to the association of surveys with deductive approach. The use of surveys helped to gather views of different people in terms of strategic project implementation and the role played by leadership. The raw data collected from these surveys was stored in a secure file in the laptop without any details of the participants.

3.3.5 Research data and information processing and analysis

3.3.5.1 Research data and information processing

Once research data is collected, the next ideal step is to process the data. This step involves the verification, organization, integration, and extraction of the data using appropriate output.

Data coding refers to the transformation of collected data into meaningful categories. This was done using key words used on the research.

Data entry refers to the capturing of responses into variables in a statistical database using spreadsheets and statistical tools.

Data cleaning involves replacement, modification, and deletion of inaccurate or corrupt data from the responses.

3.3.5.2 Research data and information analysis

Considering that this was a quantitative research, the collected data was processed and analyzed before it could be clearly interpreted using analytics and logic. This process is

called data analysis and can be conducted using different statistical methods such as regression analysis, trend analysis and standard deviation. To analyze the data collected on the role of leadership, the data was processed using the Statistical Package for Social Sciences (SPSS) because of its ability to analyze data quickly offering results in graphs and charts for easy translations.

Galoji, Ahmad, & Johari (2012) used SPSS on a factor analysis for leadeadership ability to rely on slef efficay, job performance and effective leadership. The tool helped them to confuct a reliability rest on the collected data in order to perform a factor analysis, this being enough information for them to continue with the study. Using SPSS for this research helped to anaylse the data collected from the commercial banking and result with meaningful findings where the role of the leadership have been highlighted.

3.3.6 Description of the research respondents

The research data was collected from permanent bank employees within the project delivery environment. The ages group included all male and females ranging from 23-59 years old across all races i.e., African, White, Indian and an option was provided to opt out of disclosing. The level of education such as high school, higher certificate, diploma, degree, postgraduate degree, masters and above was not categorized for this research. The target was not specific to certain project implementations roles in the commercial bank and covered everyone who worked in the project delivery environment. The respondents were also requested to provide their job level in the bank as part of the data request. The research was sent to individual emails of the respondents.

3.4 Research strengthens—reliability and validity measures applied

Reliability and validity concepts are used to measure the quality of the research and to ensure that it aligns with the aim and objectives that were set out in the beginning of the research. Research reliability indicates the consistency of the measures used in the data collection against the objectives of the research. To ensure that the research is reliable, the data should be analyzed using different methods ensuring that the same consistent results are achieved each time.

Research validity is the processes to follow to ensure that the method accurately measures what it was intended for in terms of the research. To ensure that the research is valid, a high reliability factor is required. According to literature, there are four main types of research validity ranging from measurement, ecological, internal, and external validity. For this research, the measurement validity was applied by ensuring that the measurements for a dimension are valid.

3.5 Research weaknesses—technical and administrative limitations

The choice of research strategy for this study followed a quantitative research method, which was enough to highlight the role of the leadership but possibly fail to provide answers as to how leadership may achieve the proposed behaviours. The quantitative research design focused too much on numbers and thus there was a risk that the broader themes of the findings may not be clear. Although the group of respondents were identified, there risk of no response or delays in the process delayed the conclusion of the research report.

3.6 Conclusion

This chapter provides more information of the quantitative methodology that has been followed for the research to address the questions that the study aimed to answer. Using this methodology, the research was able to reach several respondents within a commercial bank to obtain their views of what they expect from their leadership in the implementation of strategic projects. The chapter provides details of the research strategy and design that was applied to complete the next section of the paper.

Based on this methodology, we will the present the results of the engagement with the identified contributors to this research.

4 PRESENTATION OF RESEARCH RESULTS

4.1 Introduction

In the previous chapters, we have identified the research problem and statement. Furthermore, we presented the literature review as well as the research methodology to accommodate the research questions applicable to the study. The aim of this research study is to evaluate the role of leadership in the implementation of strategic projects within in a commercial bank.

The research gap regarding lies in the realm that the commercial banking industry is relatively unexplored concerning the nature of the research questions as well as the research methodology that we aim to utilize. First, we plan to answer the research question of whether there is a possible relationship between Strategic Project Implementation and the Role of Leadership (section 4.2). Second, we analyze whether differences in Strategic Project Management Implementation across management levels considering impact of roles in leadership positions (section 4.3). Third, we evaluate the relationship between of Strategic Project Implementation, the perceived role of leaders as well as leadership as an area of specialty or focus (section 4.4). In section 4.5 we again employ a linear regression to evaluate a possible causal relationship between strategic leadership, creative leadership as well as servant leadership.

Lastly in Section 4.6, we summarize our findings which shall be discussed in the following chapter (Chapter 5). Each research question is accompanied by the various reliability and validity statistics, the descriptive and inferential statistics, as well as any additional tests that require us to check for the assumptions concerning the associated statistical technique.

4.2 Evaluating the possible relationship between Strategic Project Implementation and the role of leadership

In this section we aim to observe whether there is a relationship between Strategic Project Implementation and the perception of the role played by leadership in commercial banks. First, we will run the various reliability, validity, and normality tests

to test whether our data is reliable, valid, and normally distributed. Moreover, we evaluate the descriptive statistics with respect to the computed scores that we obtain from reliability and validity measures. We then run the appropriate correlation analysis based on the results obtained from our normality test.

4.2.1 Reliability and Validity Analysis with respect to Strategic Project Implementation and Leadership Role Perception

In chapter 3 we evaluated various reliability and validity measures which we aim to use in our study. A Cronbach's Alpha is used to determine whether questions in our questionnaire or scale of the variable is reliable (Tavakol & Dennick, 2011). The Cronbach's Alpha statistics for the variables are noted below:

Table 1: Strategic Project Implementation and Leadership Role Perception – Reliability and Validity Analysis

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
SPI	**.716**	.737	5
LRP	**.669**	.700	4

In the Table 1 above, we obtained a reliable Cronbach's alpha of .716 for the Strategic Project Implementation Scale as well as a reliable statistic for the Leadership Role Perception Scale of .669. For a scale to be considered reliable, Cronbach alpha values greater than .65 is required. However, Tavakol and Derrick (2011), do note that usually Cronbach Alpha Value of .70 is generally accepted. Lee (2015) on the other hand, states that a value of .65 is also deemed enough. The questions pertaining to each scale is noted in the item statistics below as well as the codes assigned to each question.

Table 2: Item Statistics - Strategic project Implementation Score

	Mean	*Std. Deviation*	*N*
There is a direct relationship between the delivery of strategic projects and the role played by the leadership. (SPI1)	4.3864	1.03914	44
The outcome of strategic project implementation is dependent on the role played by those involved during the delivery process. (SPI2)	4.3636	1.18304	44
Leadership is equally responsible for project outcomes as the project delivery team members. (SPI3)	4.7727	.67733	44
I feel that when the leadership role is not well fulfilled, there is a greater chance of failure for strategic projects. (SPI4)	4.6591	.60782	44
Implementation Reversed. (SPI5)	4.5227	1.06724	44

For the Strategic Project Implementation Score scale, we observe that SPI3(*M*=4.7727, *SD*=.6733) had the highest mean. Furthermore, SPI12 showed the greatest amount of variation (*M*=4.3636, *SD* =1.18304)

Table 3: Leadership Role Perception Score

	Mean	*Std. Deviation*	*N*
The outcome of strategic projects implementation is dependent on the level of involvement of the leadership. (LR1)	4.2500	.96749	44
I believe that the absence of leadership lead to unsuccessful implementation of strategic projects. (LR2)	4.4773	.69846	44
When leaders fulfil their role during project implementation, more successful projects are achieved. (LR3)	4.7045	.59375	44
Leadership Role Reversed (LR4)	4.4773	1.21020	44

The table above shows the item statistics regarding the Leadership Role Perception Score. LR3(*M*=4.7045, *SD*=.59735) displayed the highest mean. Moreover, LR4(M=4.4773, *SD*=1.21020) displayed the highest standard deviation.

For the following validity statistics, we ran a Pearson's correlation analysis for the purpose of confirming convergent validity. In a study conducted by Clark et al. (2012), they used the very same approach when conducting a validity test around the variables concerning their quantitative study. The results are noted below as follows:

Table 4: Pearson's correlation analysis for convergence validity for Strategic Project Implementation

		SPI1	**SPI2**	**SPI3**	**SPI4**	**SPI5**
SPI1	Correlation Coefficient	1	.748**	.092	.055	.141
	Sig. (2-tailed)		.000	.547	.720	.354
	N	46	45	45	45	45
SPI2	Correlation Coefficient	.748**	1	.370*	.306*	.238
	Sig. (2-tailed)	.000		.012	.041	.116
	N	45	45	45	45	45
SPI3	Correlation Coefficient	.092	.370*	1	.656**	.492**
	Sig. (2-tailed)	.547	.012		.000	.001
	N	45	45	45	45	45
SPI4	Correlation Coefficient	.055	.306*	.656**	1	.249
	Sig. (2-tailed)	.720	.041	.000		.098
	N	45	45	45	45	45
SPI5	Correlation Coefficient	1	.748**	.092	.055	.141
	Sig. (2-tailed)		.000	.547	.720	.354
	N	46	45	45	45	45
***** Correlation is significant at the 0.01 level (2-tailed).***						
**** Correlation is significant at the 0.05 level (2-tailed).***						

The table above shows that each variable has at least one statistically significant relationship with another variable. SPI3 and SPI4 have the most statistically significant relationships concerning our scale. We can therefore assume convergent validity is present within our scale. The same exercise was repeated for the Leadership Role Perception Score scale:

Table 5: Pearson's correlation analysis for convergence validity for Leadership Role Perception

		LRP1	LRP2	LRP3	LRP4
LRP1	Correlation Coefficient	1	.465**	.290	.314*
	Sig. (2-tailed)		.001	.054	.035
	N	45	45	45	45
LRP2	Correlation Coefficient	.465**	1	.298*	.402**
	Sig. (2-tailed)	.001		.047	.006
	N	45	45	45	45
LRP3	Correlation Coefficient	.290	.298*	1	.421**
	Sig. (2-tailed)	.054	.047		.004
	N	45	45	45	45
LRP4	Correlation Coefficient	.314*	.402**	.421**	1
	Sig. (2-tailed)	.035	.006	.004	
	N	45	45	45	45
*** Correlation is significant at the 0.01 level (2-tailed).* *** Correlation is significant at the 0.05 level (2-tailed).*					

Based on the reliability and validity statistics above, we could reasonably assume that our scales were valid and therefore computed a Strategic project Implementation Score as well as a Leadership Role Perception Score by taking the mean of all responses relevant to the scale.

4.2.2 Tests of Normality – Strategic Project Implementation and Leadership Role Perception Score

Table 6: Tests of Normality – Strategic Project Implementation and Leadership Role Perception Score

Tests of Normality			
Kolmogorov-Smirnov[a]			
	Statistic	*Df*	*Sig.*
Strategic project Implementation Score	.292	45	.000
Leadership Role Perception Score	.253	45	.000
** This is a lower bound of the true significance.*			

A Kolmogorov-Smirnov test was run to determine if both our variables are normally distributed. A Kolmogorov-Smirnov test is a test of goodness of fit regarding a variable that is continuous within a distribution (Frank J. Massey, 1951). The null hypothesis for this test is that the variables are normally distributed. The normality statistics for both the Strategic Project Implementation Score as well as the Leadership Role Perception Score show statistically significant results which violates the assumption concerning normality. Thus, we therefore reject null hypothesis. This is a key requirement when deciding which statistical technique to use as a Pearson's correlation analysis assumes that the variable is normally distributed (Clark, et al., 2012). As this is not the case, we ran a Spearman's correlation analysis instead as it is a non-parametric variation of the Pearson's correlation analysis.

4.2.3 Descriptive Statistics – Strategic Project Implementation and Leadership Role Perception Score

Table 7: Descriptive Statistics – Strategic Project Implementation and Leadership Role Perception Score

	Mean	*Std. Deviation*	*N*
Strategic Project Implementation Score	4.5043	.65691	46
Leadership Role Perception Score	4.4778	.63026	45

When analyzing the descriptive statistics, Strategic Project Implementation Score (*M*=4.5053, *SD*=.65691) demonstrated the highest mean as well as the highest standard deviation.

4.2.4 Inferential Statistics – Strategic Project Implementation and Leadership Role Perception Score

The purpose of the correlation analysis to test for an association between the two continuous variables (Clark, et al., 2012). Our null hypotheses for this specific test are that there is no relationship between strategic project implementation and leadership role perception. The results from our Spearman's correlation analysis are as follows:

Table 8: Correlation analysis of the Strategic Project Implementation and Leadership Role Perception Score

		Strategic Project Implementation Score	**Leadership Role Perception Score**
Strategic Project Implementation Score	Correlation Coefficient	1.000	.471**
	Sig. (2-tailed)	.	.001
	N	46	45
Leadership Role Perception Score	Correlation Coefficient	.471**	1.000
	Sig. (2-tailed)	.001	.
	N	45	45
**** Correlation is significant at the 0.05 level (2-tailed).***			

The table shows that there is a significant positive association between *Strategic Project Implementation* as well as *Leadership Role Perception* (rs (45) = .471, p < .005). There is enough evidence to reject the null hypothesis and conclude that *Strategic Project Implementation* and *Leadership Role Perception* do have a relationship with one another.

4.3 Analyzing the differences in Strategic Project Management Implementation across management levels considering impact of roles in leadership positions.

In this section we plan to analyze whether there is a considerable difference in strategic project management implementation according to management(job) level while taking the perception of the leadership role into account. The null hypothesis accompanying the research question is that there are no differences in strategic project implementation across management levels with leadership role perception as a covariate. We ran a one-Way ANCOVA to answer the research question. Analysis of covariance (ANCOVA) is a statistical procedure for comparing several variables when the response variable is dependent on one or more covariates (Sadooghi-Alvandi & Jafari, 2013). The results for the test are as follows:

Table 9: Descriptive Statistics – Strategic Project Implementation and Leadership Role Perception Score

	Mean	**Std. Error**
Junior role	4.5333	.78740
Middle management role	4.5185	.65694
Senior management role	4.6857	.27946
Dependent Variable: Strategic Project Implementation score		

The table shows the descriptive statistics of the strategic project implementation score split across the three groups. Senior Management Role (*M*=4.6857, *SD*=.27946) displayed the highest mean while the Junior Role (*M*=4.5333, *SD*=.78740) demonstrated the largest standard deviation(variance).

4.3.1 Validity and Reliability Measures – Levene's Test of Equality of Error Variances[a, B]

Table 10: Levene's Test of Equality of Error Variances[a, B]

	Levene Statistic	df1	df2	Sig.
Based on Mean	1.381	2	40	.263
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.				
a. Dependent variable: Strategic Project Implementation Score				
b. Design: Intercept + Leadership Role Perception+ Leadership Specialty				

The Levene's statistic measures whether variances in terms of the dependent variable is equal. The null hypothesis for this specific test is that the variances is equal between the groups. Based on the statistically insignificant result, we fail to reject the null hypothesis and can conclude that the assumption of equal variances has indeed been met.

4.3.2 Inferential Statistics – One Way ANCOVA

Table 11: Tests of Between-Subjects Effects – Management Levels

Source	**Type III Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	**Np^2**
Corrected Model	3.557a	3	1.186	3.489	.025	.212
Intercept	4.349	1	4.349	12.800	.001	.247
Leadership Role Perception	3.398	1	3.398	10.002	.003	.204
Management Level	.415	2	.207	.610	.548	.030
Error	13.251	39	.340			
Total	906.560	43				
a R Squared = .212 (Adjusted R Squared = -.151)						
Dependent Variable: Strategic Project Implementation Score						

Based on the table above, our overall model is statistically significant at a 5% level. However, the differences between management level means are statistically insignificant. Because the model is statistically significant, we can therefore reject the null hypothesis and conclude that Leadership Role perception is perceived differently according to each role, but in terms of strategic project implementation, the perception is across the same across both groups.

4.4 Analyzing the relationship between of Strategic Project Implementation, the perceived role of leaders as well as leadership as an area of specialty

For this question we wanted to establish whether the perceived role of leaders, management level as well as the specialty had any impact on strategic project implementation. The null hypothesis for this section is that the independent variables have no effector impact on strategic project implementation which is our dependent variable. The result from our statistical analysis is as follows:

4.4.1 Leadership Speciality Perception – Reliability Analysis

Table 12: Leadership Speciality Perception – Reliability Analysis

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
LSR	.827	.848	7

A scale was computed based on a set of questions that intended to measure whether people believed that leadership should be an area of focus or specialisation (LSR). We obtained a reliable Cronbach's alpha statistic of .827. One of the questions were also reverse coded as it had a negative correlation with the other questions within the scale. The item statistics below display the questions as well as mean and variances within the scale below. This was then followed by a Pearson's correlation analysis as done like the previous question.

Table 13:Item Statistics – Leadership speciality Perception Score

	Mean	*Std. Deviation*	*N*
Strategic projects become more successful if project leaders are visible during the delivery process.	4.4091	.78705	44
When leadership is closer to the projects, quick decisions are made.	4.7273	.62370	44
Involvement of leadership in strategic projects encourages quick and flawless implementation.	4.1818	.84283	44
Projects are exposed to fewer risks when leadership is more involved in the project delivery process.	3.8864	1.14559	44
Project teams are motivated to successfully deliver strategic projects if leadership is more visible.	4.5455	.84783	44
Project Delivery (Reversed)	3.4091	1.29970	44
Leadership need (Reversed)	4.3409	1.19967	44

Table 14: Pearson's correlation analysis for convergence validity for Leadership Speciality Perception

		LS1	LS2	LS3	LS4	LS5	LS6	LS7
LS1	Correlation Coefficient	1	.659**	.411**	.440**	.634**	.492**	.612**
	Sig. (2-tailed)		.000	.006	.003	.000	.001	.000
	N	44	44	44	44	44	44	44
LS2	Correlation Coefficient	.659**	1	.362*	.216	.464**	.456**	.438**
	Sig. (2-tailed)	.000		.016	.159	.002	.002	.003
	N	44	44	44	44	44	44	44
LS3	Correlation Coefficient	.411**	.362*	1	.359*	.639**	.291	.420**
	Sig. (2-tailed)	.006	.016		.017	.000	.055	.005
	N	44	44	44	44	44	44	44
LS4	Correlation Coefficient	.440**	.216	.359*	1	.424**	.297*	.266
	Sig. (2-tailed)	.003	.159	.017		.004	.050	.081
	N	44	44	44	44	44	44	44
LS5	Correlation Coefficient	.634**	.464**	.639**	.424**	1	.320*	.522**
	Sig. (2-tailed)	.000	.002	.000	.004		.034	.000
	N	44	44	44	44	44	44	44
LS6	N	.492**	.456**	.291	.297*	.320*	1	.595**
	Correlation Coefficient	.001	.002	.055	.050	.034		.000
	Sig. (2-tailed)	44	44	44	44	44	44	44
LS7	N	.612**	.438**	.420**	.266	.522**	.595**	1
	Correlation Coefficient	.000	.003	.005	.081	.000	.000	
	Sig. (2-tailed)	44	44	44	44	44	44	44
***** Correlation is significant at the 0.01 level (2-tailed).***								
**** Correlation is significant at the 0.05 level (2-tailed).***								

The correlations above and reliability statistics indicate that our scale is reliable and that it is assumed to be valid based on the high level of moderate correlations. We then computed a score based on the mean of the items like previously computed scores.

4.4.2 Descriptive Statistics

Table 15: Multiple Linear Regression Descriptive Statistics

	Mean	*Std. Deviation*	*N*
Strategic Project Implementation	4.5762	.61399	42
Leadership Role Perception	4.5000	.63438	42
Leadership Specialty	4.2279	.70627	42
Management level	1.95	.623	42

A linear regression was employed to determine whether our model could accurately predict the variance in the dependent variable (Strategic Project Implementation). The null hypotheses for this test are that leadership role perception, leadership speciality and management level have no influence on strategic project implementation. The table above shows the descriptive statistics for the 42 completed respondents. Leadership Role Perception had the highest mean *(M* = 4.5000*, SD =. 63438) while the leadership speciality Score* showed the highest standard deviation (*M = 4.2279, SD = .70627).* The *Management level* variable is a dummy variable hence why it does not require interpretation.

4.4.3 Statistical Hypothesis Testing – Multiple Linear Regression Analysis

Table 16: Model Summary[a]

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error**	**Durbin-Watson**
1	.570a	.325	.271	.52412	2.147

In Table 5 above, the model indicates that the independent variables explain 27.1% of the variance in the Strategic Project Implementation (adjusted-R Square). The Durbin Watson statistic indicates that no autocorrelation issues are present.

Table 17: ANOVA statistics – Multiple Linear regression analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.017	3	1.672	6.088	.002b
	Residual	10.439	38	.275		
	Total	15.456	41			
a. Dependent Variable: Strategic Project Implementation						
b Predictors: (Constant), Leadership Role Perception, Leadership Specialty, and Management Level						

The ANOVA statistics in Table 17 above shows that the model is a good fit as it is statistically significant at the 5% level. We can therefore also assume that the linearity assumption holds in our linear regression model ($p<.05$).

Table 18: Coefficients table

Model		Unstandardized coefficients		Standardized	t	Sig	Collinearity Diagnostics	
		B	**SE**	**Beta**			**Tolerance**	**VIF**
1	(Constant)	1.830	.712		2.572	.014		
	Leadership Role Perception	.150	.192	.155	.783	.439	.453	2.209
	Leadership Specialty	.396	.173	.456	2.292	.028	.449	2.228
	Management Level	.202	.135	.205	1.498	.142	.948	1.054
a. Dependent Variable: Strategic Project Implementation								

Evaluating the statistics in Table 18 regarding coefficients stipulated above, *Leadership Specialty* contributed to most of the variance in the *Strategic Project Implementation* due to it having the largest standardized beta. Furthermore, it has the most statistically significant result*(p=.028)*. The other variables were kept in the model.

Based on the findings above, we can reject the null hypothesis and conclude that the independent variables do have an impact on Strategic Project Implementation

4.5 Evaluating the possible influence that servant leadership and creative leadership has on strategic leadership

For this question, we aim to evaluate if there is a causal relationship between strategic leadership as well as creative and servant leadership. The null hypothesis for this test is that the independent variables (creative leadership and servant leadership) have no influence with respect to strategic leadership. The result from our statistical analysis is as follows:

4.5.1 Servant leadership – Reliability Analysis

Table 19: Servant leadership – Reliability Analysis

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
SL	.828	.830	2

We obtained a reliable Cronbach's alpha statistic of .828. Th scale was computed based on the questions in section E of our data collection instrument that focused on the people aspect. As before with our previous reliability analysis, a *Servant leadership* scale was computed by also taking the mean of our responses as per the 2 items.

Because we obtained unreliable Cronbach alpha statistics in our Creative *Leadership* scale and *Strategic Leadership* scale, we resorted to using a Pearson's Correlation analysis as a reliability test. The two questions were coded as per there relevant constructs. The results are noted below as follows:

Table 20: Pearson's Correlation Analysis: Creative Leadership

		CL1	**CL2**
CL1	Correlation Coefficient	1.000	.359*
	Sig. (2-tailed)	.	.018
	N	43	43
CL2	Correlation Coefficient	.359*	1.000
	Sig. (2-tailed)	.001	.
	N	43	43
** Correlation is significant at the 0.05 level (2-tailed).*			

Table 21: Pearson's Correlation Analysis: Strategic Leadership

		SL1	**SL2**
SL1	Correlation Coefficient	1.000	.342*
	Sig. (2-tailed)	.	.023
	N	46	45
SL2	Correlation Coefficient	.342*	1.000
	Sig. (2-tailed)	.023	.
	N	44	44
** Correlation is significant at the 0.05 level (2-tailed).*			

The correlations above depict statistical relationships that are statistically significant for both scales. Although we require at least moderate to strong correlation coefficients to assume reliability, we will note this as one of the limitations in our research due to us obtaining weak correlations in both cases. We also therefore computed a *Creative Leadership* score as well as a *Strategic Leadership* score by taking the mean responses

4.5.2 Descriptive Statistics

Table 22: Multiple Linear Regression Descriptive Statistics

	Mean	*Std. Deviation*	*N*
Strategic Leadership Score	4.4773	.65552	44
Servant Leadership Score	3.3295	.74665	44
Creative Leadership Score	4.6023	.62487	44

Like the previous section, A linear regression was utilised to see if both Creative leadership and Servant Leadership had any influence on Strategic Leadership. The null hypotheses are that they do not have any influence or impact on Strategic leadership. The table shows that the *Creative Leadership score* had the highest mean *(M* = 4.6023*, SD* =. 62487*)* while the *Servant Leadership Score* showed the highest standard deviation (*M* = 3.3295*, SD* = .74665*).*

4.5.3 Statistical Hypothesis Testing – Multiple Linear Regression Analysis

Table 23: Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error
1	.433a	.188	.148	.60499

In Table 23 above, the model indicates that the independent variables explain 14.8% of the variance in the Strategic Leadership score (adjusted-R Square).

Table 24: ANOVA statistics – Multiple Linear regression analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.471	2	1.735	4.742	.014[b]
	Residual	15.006	41	.366		
	Total	18.477	43			
a. Dependent Variable: Strategic Leadership Score						
b Predictors: (Constant), Creative Leadership Score, Servant Leadership Score						

The ANOVA statistics in Table 24 above also shows that the model is a good fit as it is statistically significant at the 5% level, like our previous regression analysis.

Table 25: Coefficients table

Model		Unstandardized coefficients		Standardized	T	Sig	Collinearity Diagnostics	
		B	**SE**	**Beta**			**Tolerance**	**VIF**
1	(Constant)	2.285	.741		3.083	.004		
	Servant Leadership Score	.233	.126	.266	1.850	.071	.960	1.042
	Creative Leadership Score	.308	.151	.293	2.041	.048	.960	1.042
a. Dependent Variable: Strategic Leadership Score								

Evaluating the statistics in Table 25, *Creative Leadership* score contributed to most of the variance in the *Strategic Leadership* score again due to it having the largest standardized beta. Furthermore, it has the most statistically significant result*(p=.048).* Servant Leadership was kept in the model as it deviated from a significant result but only slightly.

Based on the findings above, we can reject the null hypothesis and conclude that the independent variables do have an impact on the *Strategic Leadership* score.

4.6 Closing of Presentation of the Findings

We have answered the research questions using the various statistical procedures that we felt was appropriate in doing so. For the first question we determined that there is a significant relationship between strategic project implementation as well as the role of leadership. For our second question, we analyzed whether strategic project implementation was perceived differently across management levels taking the perception of the role of leadership into account. Although the model was statistically significant from a role of leadership perspective, the differences in terms of strategic project management across the three groups proved to be statistically insignificant. Third, we assessed whether the role of leadership, the area of leadership as an area of focus as well as the management level had any impact on strategic project implementation. We found that all other variables except the Leadership Specialty

variable had a statistically insignificant relationship with the dependent variable. Lastly, we wanted to evaluate the influence that Servant Leadership and Creative Leadership had on Strategic Leadership. Although our model was statistically significant, servant leadership proved to be statistically insignificant. In the next Chapter we will then discuss the findings based on the results as presented in Chapter 4.

5 DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

In chapter four, the research is summarized and the main findings from the data collections are outlined based on the main issues which form the basis for the study are addressed. This chapter will present a discussion of the research findings based on chapter 4. Additional to this, a further analysis of the findings is conducted in relation to the problem statement from chapter 2. We have established that the there is a perceived relationship between the role played by leadership and the implementation of strategic projects. There are various functions that the leadership play to accomplish effective implementation including commitment, dedication, and a clear role for bringing in change (Mubarak & Wan Yusoff, 2019).

There are multiple hats that the leadership wear to support the implementation of strategic projects. The way that leadership play these roles is perceived to have an influence on the outcome of strategic projects through the behaviours and characteristics that are aligned to them. Further to this, project success may to a certain point be highly dependent on the role of the leadership over and above the day-to-day activities by the project delivery teams.

To clarify this role that the leadership should play, we firstly identify whether there is a perceived association between strategic project implementation and the leadership role, thereafter, try to understand if the leadership role can affect project outcome. Secondly, we proceed to investigate into this perceived role to identify any gaps that might need to be addressed. Lastly, we analyze the leadership styles to see if there is a specific one that tis more suitable in the successful implementation of strategic project. The main aim of this study is to identify the role that leaders should play during the implementation of strategic project.

5.2 The association between strategic project implementation and the role of leadership in a commercial bank and the impact to project outcome

We first conducted an analysis to identify whether the results we are working with can be considered reliable and valid enough to address our research questions. The scale

considered was to identify whether there is a perceived association between the leadership role and strategic project implementation in a commercial bank. This was based on the views of bank employees who are involved in the implementation of strategic projects. The analysis was conducted to test the null hypotheses for this question which basically denied that there was an impact on strategic project implementation from the leadership role. Based on the variables in our model, our results provide enough evidence to -reject our null hypotheses and thus alluding to the fact that there is a perceived association between leadership role and strategic implementation in a commercial bank. The perceptions are that leadership is vital in the implementation of strategic projects and key in all phases of the implementation process. The belief of bank employees confirms that it is not easy to separate the leadership role with the whole journey of project implementation. Although the engagement may be different for each element of the project implementation, the belief is that the leadership role is vital. in terms of the scale used in Table 2 item statistics, the question with the highest mean alluded to the fact that the leadership is equally responsible for the project outcomes like the project delivery team and thus the roles played by both during the delivery plays a significant part. Moreover, the respondents also believe that the leadership role fulfilment equated to more successful projects. Project team members that are of the belief that the association does not exist may be those involved in the activities that do not require them to make any key decisions involving the full implementation but rather those activities that are on the lower level of the work breakdown. Their involvement on the project delivery may not necessarily require them to have and direct relations with the leadership which may lead them to thinking that the project manager or project leader is the one responsible for addressing all issues experienced during implementation.

5.3 Leadership role and style suitable for the implementation of strategic projects in a commercial bank

Now that we have identified that there is a perceived association between the leadership role and the implementation of strategic projects in a commercial bank, the next part of our analysis was to identify this leadership role and the styles that will be beneficial to produce more positive project outcome.

The findings from the one-way ANCOVA in Table 11, indicates that although there are different delivery levels within project implementation i.e., junior management, middle

management, and senior management roles with different implementation responsibilities during project delivery, the perception across these levels is the same. There is a similar perception of the leadership role required for strategic project implementation. In relation to the research question that aims to determine the specific leadership role required for project implementation, we rejected the null hypotheses that alluded to the fact that there are no gaps that should be addressed for effective project implementation due to the perceived view of the respondents.

The respondents were asked several questions to determine whether they are of the belief that certain leadership behaviours should be an area of importance. These were based on the issues highlighted in chapter 2 of the research paper. The findings concluded that project delivery people in the bank have a perception that there should be a focus on leadership role during implementation of strategic projects such as leadership visibility, ability to make quick decisions leading to quick implementation, presence to address risks quicker and to also provide motivation to their teams.

This means that over and above project delivery teams' responsibilities and in line with the hypothesis, there are perceived gaps that can be addressed by certain leadership role. The research however does not necessarily differentiate between this leadership role and the role already fulfilled by the project implementation teams in commercial banks. This is an area that might require further research.

Lastly, the respondents were also asked questions to determine whether there is a specific leadership style that leaders need to adopt to achieve more successful strategic project implementation. Based on the findings the null hypotheses that said that said that a leadership style does not influence the outcome of project implementation was rejected.

5.4 Conclusions of the research findings

Upon evaluations of the research findings from chapter 4, we can confirm that all research questions were satisfied. All respondents have a perceived view that there is an association between the leadership role and the implementation of strategic projects in a commercial bank and that this association has an impact on the successes of failure and successes. The results further highlight that bank employees within the project delivery space believe that leaders should adopt a specific role and style to influence project implementation.

The next section will provide a summary of the research, conclusion, research limitations and finally recommendations for further research.

6 SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

6.1 Summary

In the delivery of strategic projects in a commercial bank, there are several roles that are required to fulfil different purpose and for a successful implementation. These different roles have been discussed in detail, however, there seems to be gaps on the leadership role that do not necessarily form part of the day-to-day project delivery work. Various project management studies related to the roles are centered around the role of the immediate project team members, which may leave readers to believe that the senior leadership has no business in the implementation phase of the strategic projects. This belief is not accurate as certain decisions are required beyond the mandate of the project teams. This research has indicated a need for a leadership role in project delivery within a commercial bank, necessary for successful implementation.

The commercial banking industry in South Africa have different ways of implementing the strategies that have been set out by the senior or executive leaders. The most common way to support the implementation of the proposed strategy is through projects that are initiated in support of this strategies. Although key decisions are made from the top, leaders tend to leave the delivery of these projects solely to the project delivery teams. Upon observations from the research data collections, project delivery teams in the commercial banks require leadership to fulfil a certain role throughout the project implementation. With this research, we aim to determine the leadership role that should be fulfilled for a more successful strategic project implementation and to ensure that there are clear responsibilities highlighted for the leadership.

Although there are several published literatures pertaining to roles in project implementation, with changing times, methodologies and frameworks that are now being used, there isn't enough studies conducted for leadership roles in a commercial bank. Most research covers project leaders and managers expectations and forget that they are also delivering based on senior leadership mandate and strategy objectives.

To clarify this leadership role, a quantitative study was conducted to determine commercial bank delivery employees view on the leadership role for their strategic projects. This quantitative strategy was like that used on literature that speaks about

project management and delivery roles. 44 employees of a commercial bank participated in a survey that was sent electronically to gather their perception of the leadership role. This questionnaire included multiple sections related to the questions we had set to answer as part of the research. Each research question was further broken into multiple statements whereby respondents had to indicate their view based on a five-point Likert scale.

According to the results from the survey, commercial bank employees are of the view that the leadership role has an impact on the delivery of strategic projects and that this is important for the success of these projects. Moreover, the findings show that most of the respondents agreed to the fact that there is a gap in project implementation that should be addressed by the fulfilment of a leadership role and application of the correct leadership style.

6.2 Conclusions

According to this research, we can conclude that successful strategic project implementation requires the leadership to also play a role throughout the delivery process. Commercial bank leaders need to start playing their role in project implementation and not leave everything to their subordinates. The commercial banking industry has become a lot more competitive in recent years due to the introduction of more players, all aiming to be at the top. Strategies have been tightened and the implementation of projects to deliver against the same has become more critical. For a commercial bank to stay at the top, it is quite important that there is a quick response to the everchanging market. Gone are the days when project teams must wait longer periods for the leadership to decide on different directions for the project, whether this be on changing requirements, time, or money. The research results show that there is already a perceived belief from bank employees that the leadership role is not being fulfilled during project implementation and unless this is addressed, it could cause issues in the long run. The results suggest that there is a belief that projects could be resulting in undesirable outcome due to the fact the leaders are not getting involved as required by the delivery teams.

To keep up with the competitive industry, project teams require agile leaders who can address issues in real time and avoid risk that may arise in the projects subsequently leading to delays or failure in the implementation of their strategies. Therefore, leaders

should fulfil their role in project and stop leaving everything to their subordinates, this way ensuring that all goals and objectives are met.
The commercial bank leaders need to leave the old ways behind and practice agility in how strategic projects are implemented within their environments.

6.3 Limitations

A limitation noted on the period was the time constraints related to the period of the study to gather enough data to assist with the research. These constraints meant that we could not conduct a longitudinal study that might have resulted in different responses and conclusions over a period. The nature of the questionnaire may also have restricted the respondents to provide unbiased answers to the questions. Face to face interview with respondents or free text questionnaires may have provided a better view of the perceived role as this would have provided them with an opportunity to give supporting reasons to their beliefs. The question could have been more specific in the identification of the leadership role that is require based on the respondent's perception.

6.4 Recommendations

The research was to determine the role of leadership in the implementation of a strategic projects in a commercial bank. There are still areas whereby further research can be conducted to ensure a more detailed view of the perceived role of leadership. The following section highlights gaps that may require further research.

Time

Due to time constraints, the research period did not allow for a longitudinal study that involves multiple observations from the target populations. This could have provided more clearer view of the leadership role as perceived by the bank employees as the group could have had more time to think about their responses to the research questions.

Target population

The research focused on employees from a commercial bank due to accessibility. There is an opportunity to get additional views on the leadership role perceptions in the delivery of strategic projects in other commercial banks.

Research methods and strategy

Over and above the quantitative strategy followed for this research, a qualitative strategy may have been able to provide a more informative view of the perceived leadership role and enhanced approach to address the research problem. Thus, there is still room to conduct a study using a mixed research strategy which combines both the quantitative and qualitative strategies to obtain data that supplement each other giving a wider view of the respondents' beliefs. This type of approach may be helpful to provide additional insights as most literature in the field seems followed the quantitative strategy route.

Leadership role in the implementation of strategic projects

To ensure a generation of leaders that are more involved for the success of their organizations, commercial bank leaders should strive towards agility. Not only would this mean that they achieve more successful delivery of their strategic project, but this would also help them to be closer to any issues that may arise with the opportunity to nip the problems at the bud.

Gone are those days when leaders had to adopt a specific leadership styles and stick to it throughout their tenure. The competitive nature of the commercial bank industry requires agility. Agile leaders are quick in reacting to changes because this is something that is always anticipated in their environments.

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8 APPENDICES

Appendix 1.1: Survey Questions

The role of leadership in the implementation of strategic projects in a commercial bank

Start of Block: Default Question Block

Q1 My name is Phathutshedzo Mutshinya, and I am studying towards a Master of Business Administration in the faculty of commerce law and management at the University of the Witwatersrand. To fulfil all requirements for my studies, I must conduct a research project alongside my supervisor, Doctor Johnny Matshabaphala. I would like to invite you to participate in an anonymous survey as part of my research study titled: The role of leadership in the implementation of strategic projects in a commercial bank.
The questionnaire will take approximately 10-15 minutes to complete. This process will maintain confidentiality and anonymity of participants with all information requests being used to aggregate the responses.

Participation is voluntary.
Do you provide consent to proceed?

- ○ Yes (1)
- ○ No (2)

Q2 Please indicate your ethnic group

- ○ African (1)
- ○ White (2)
- ○ Asian (3)
- ○ Colored (4)
- ○ Other (5)
- ○ Prefer not to disclose (6)

Q3 Please indicate your gender

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (4)

Q5 Please indicate your age group

- 20-39 (1)
- 40-59 (2)
- Prefer not to disclose (3)

Q34 Please indicate your job level

- Junior role (1)
- Middle management role (2)
- Senior management role (3)

End of Block: Default Question Block

Start of Block: Block 1

Q6 Informative Content Usage: Below questions and statements are related to my research topic. Please indicate your response based on the following ratings: Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

End of Block: Block 1

Start of Block: Is there an association between strategic projects implementation and the role t

Q11 There is a direct relationship between the delivery of strategic projects and the role played by the leadership.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q13 The outcome of strategic project implementation is dependent on the role played by those involved during the delivery process.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q14 The implementation of strategic projects does not require any involvement from the leadership.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q15 The behaviours of leadership influence the outcome of strategic projects.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q16 Leadership is equally responsible for project outcomes as the project delivery team members.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q17 I feel that when the leadership role is not well fulfilled, there is a greater chance of failure for strategic projects.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

End of Block: Is there an association between strategic projects implementation and the role t

---

Start of Block: How does the role of leadership affect the outcome of strategic projects implement

Q19 The outcome of strategic projects implementation is dependent on the level of involvement of the leadership.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q20 I believe that the absence of leadership lead to unsuccessful implementation of strategic projects.

- ○ strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q21 When leaders fulfil their role during project implementation, more successful projects are achieved.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

End of Block: How does the role of leadership affect the outcome of strategic projects implement

---

Start of Block: Which role should the leadership play in the implementation of strategic project

Q24 Strategic projects become more successful if project leaders are visible during the delivery process.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q25 When leadership is closer to the projects, quick decisions are made.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q26 Involvement of leadership in strategic projects encourages quick and flawless implementation.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q27 Projects experience fewer risks when leadership is more involved in the project delivery process.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q28 Project teams are motivated to successfully deliver strategic projects if leadership is more visible.

- strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q29 Project delivery teams do not want leadership getting too involved in the delivery of strategic projects.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q30 There is no need for leaders to play a specific role in the implementation of projects.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

End of Block: Which role should the leadership play in the implementation of strategic project

---

Start of Block: Which leadership style is more suitable in the implementation of strategic prone

Q32 Successful project implementation requires leadership that keeps track of all the project team moves.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q33 Project implementation requires leaders who define the strategy but leave their team members to self-motivate themselves.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q34 Leadership that is more concerned about the people as opposed to production can drive more successful strategic projects.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q35 Leaders who have high concern for the production and less concern for the people can achieve successful implementation of strategic projects.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q36 Leadership who have equal concern for both people and results can influence project outcomes.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q37 Successful project implementations requires leadership that collaborate with the teams to achieve better results

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q38 Strategic project implementation requires continuous guidance and influence from the leadership.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

Q39 Leaders do not need to adapt to changing climates in a faster pace as this has no influence on project outcome.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q40 Leaders who can make decisions during uncertainties are more effective.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

Q41 Leaders who have the capabilities to think outside the box can encourage their followers to do the same.

- ○ Strongly disagree (1)
- ○ Somewhat disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat agree (4)
- ○ Strongly agree (5)

End of Block: Which leadership style is more suitable in the implementation of strategic project

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Appendix 2.1: One-page bio of the researcher including declaration of interest in the research and funders, if any

Phathutshedzo Mutshinya is a Master of Business Administrations Student at the Wits Business School of the University of the Witwatersrand. Currently working as a Senior Project Manager at one of the top South African banks, Phathutshedzo currently hold a Postgraduate Diploma in Business Administration (Wits) and a Bachelor of Science degree (University of Venda) majoring in Mathematics and Physics.

Appendix 2.2: Proof of Title approval – PAG Letter

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Private Bag 3 Wits, 2050
Fax: 0270865535224
Tel: 02711 7173582

Reference: Ms Jennifer Mgolodela
E-mail: jennifer.mgolodela@wits.ac.za

07 February 2021
Person No: 1546270
PAG

Miss P Mutshinya
13 Centenary Park
08 Curlew Close
Wilgeheuwel
1724
South Africa

Dear Miss Phathutshedzo Mutshinya

Master of Business Administration: Approval of Title

We have pleasure in advising that your proposal entitled *The role of leadership in the implementation of strategic projects in a commercial bank in South Africa* has been approved. Please note that any amendments to this title have to be endorsed by the Faculty's higher degrees committee and formally approved.

Yours sincerely

Mrs Marike Bosman
Faculty Registrar
Faculty of Commerce, Law and Management

Appendix 2.2: Ethic documentation

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER WBS/BA1822488/425**
PROJECT TITLE	The role of leadership in the implementation of strategic projects in a commercial bank in South Africa
INVESTIGATOR	Ms Phathutshedzo Mutshinya
SCHOOL/DEPARTMENT OF INVESTIGATOR	MBA (Research Article)
DATE CONSIDERED	24 November 2020
DECISION OF THE COMMITTEE	Approved unconditionally
RISK LEVEL	MINIMAL RISK
EXPIRY DATE	30 JUNE 2021
ISSUE DATE OF CERTIFICATE 15 December 2020	**CHAIRPERSON** _____ (Dr MDJ Matshabaphala)

cc: Supervisor: Dr Manamela Matshabaphala

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am are authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.

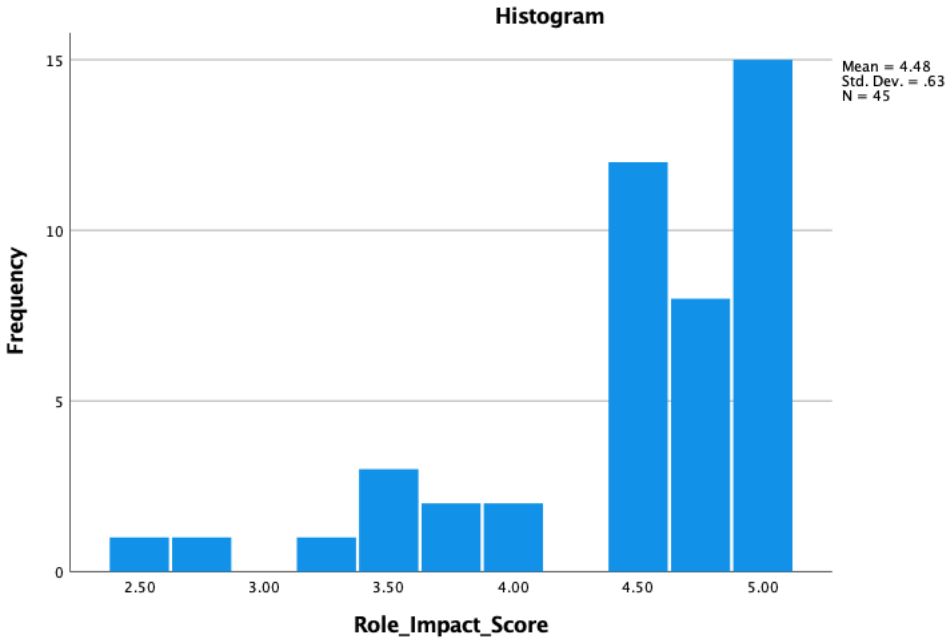
_____ **28/04/2021**

Signature **Date**

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

Appendix 3.1: Data Analysis

Figure 1: Normality Test Results for Newly Computed Scales



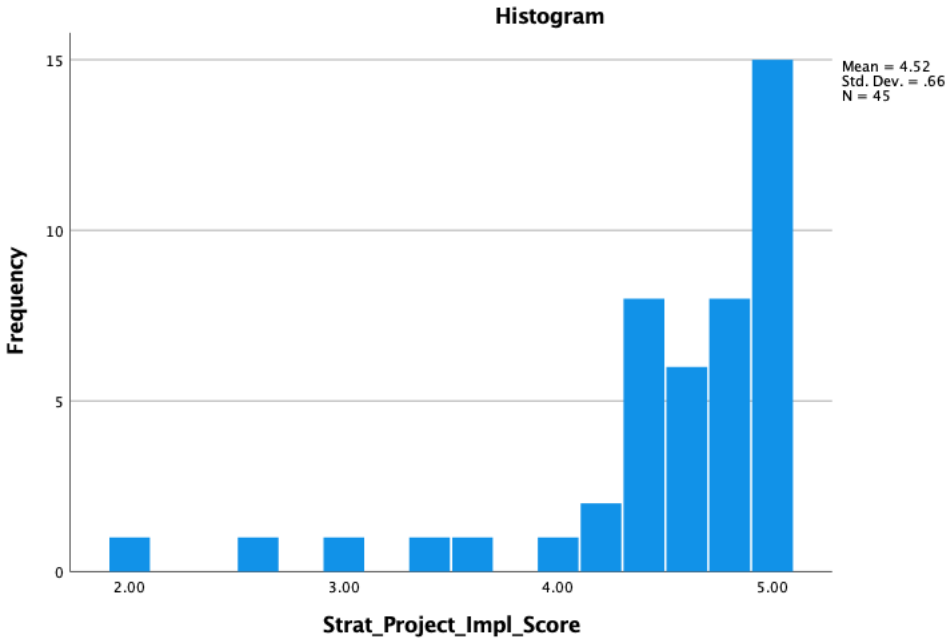


Figure 2: Profile Plots for ANCOVA

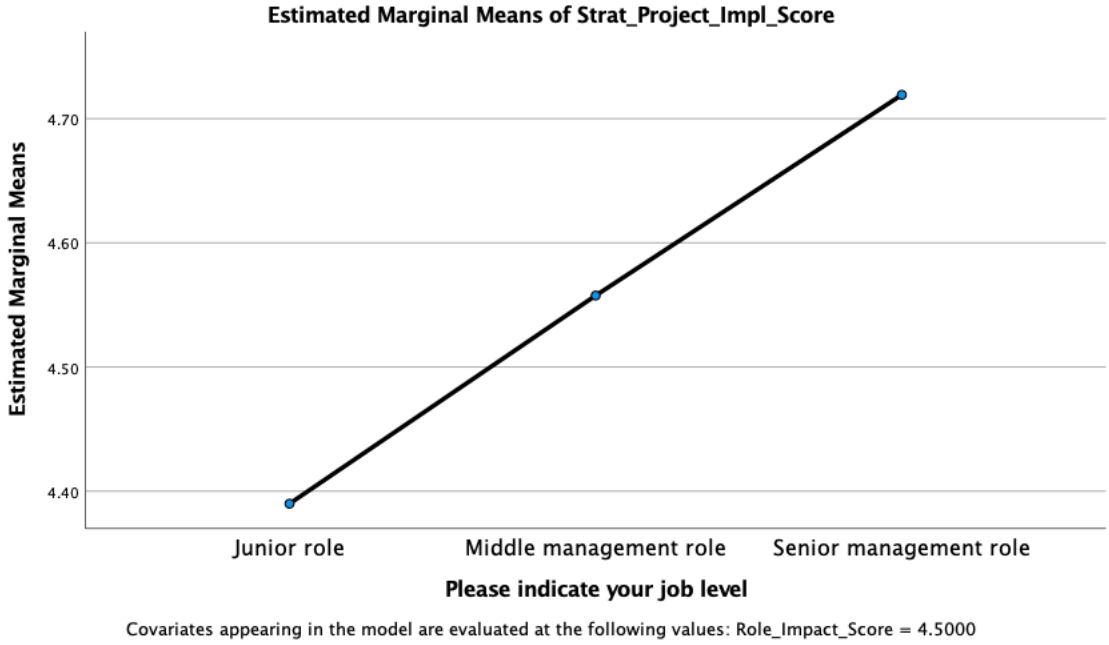


Figure 3: Regression Analysis Plots

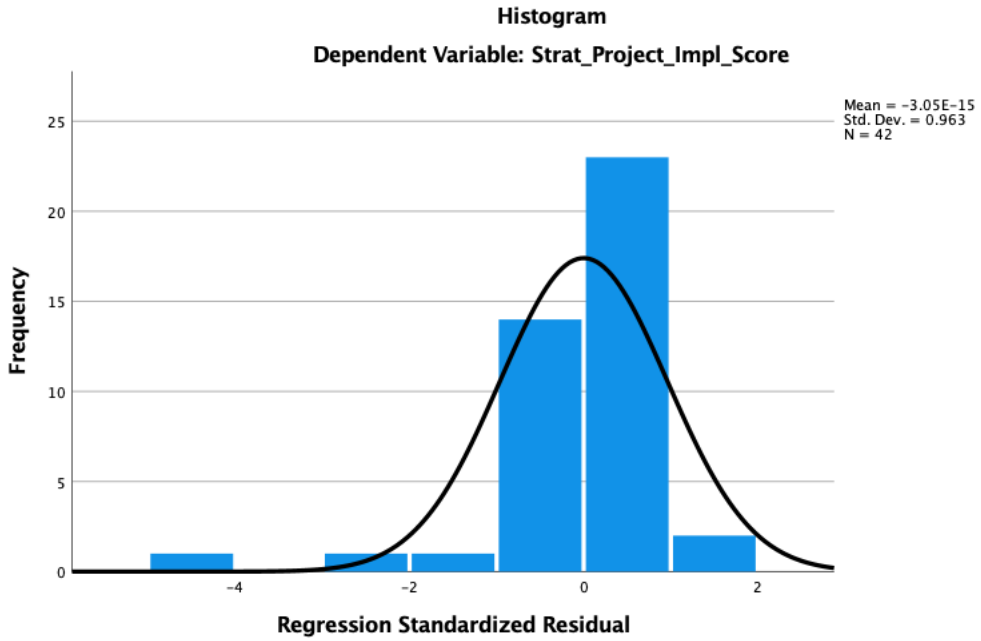


Figure 4: Normal P-Plot of Regression Standardized Residual

