EFFECT OF PROJECT MANAGER'S TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE OF AVIATION SAFETY PROJECTS IN JOMO KENYATTA INTERNATIONAL AIRPORT

Kimani, G. N., & Kising'u, T. M.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 6, Iss. 4, pp 902 - 918 October 28, 2019. www.strategicjournals.com, ©Strategic Journals

EFFECT OF PROJECT MANAGER'S TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE OF AVIATION SAFETY PROJECTS IN JOMO KENYATTA INTERNATIONAL AIRPORT

Kimani, G. N.,[1*] & Kising'u, T. M.[2]

[1*]Master Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya
[2] Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: October 24, 2019

ABSTRACT

The purpose of this research was to assess the effect of project manager's transformational leadership on performance of aviation safety projects in Jomo Kenyatta International Airport. The research adopted quantitative research design and cross-sectional survey research design to address the formulated hypotheses. Primary data was collected by use of self-administered questionnaires which was distributed through drop and pick method to a total sample size of 80 employees working at Jomo Kenyatta International Airport. The sample was determined through proportionate stratified sampling method. Questionnaires were used as the main research instrument for data collection. Data was analyzed with the aid of a computer software; Statistical Package for Social Sciences (SPSS) Version 24. It was then summarized and presented in form of tables to facilitate a clear interpretation of statistics and in drawing conclusions. The results indicated a positive relationship between the independent variable namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Correlation was found to be strong and positive on the four variables thus depicting the relationship between the variables to be very critical in performance of aviation safety projects in JKIA, Kenya. The study recommended adoption and application of effective project management leadership practices. Due to the complex nature of projects, the study recommended that project teams acquire a mix of competencies like conceptual skills, people skills and technical skills while problem solving, interpersonal and communication skills cut across all levels of management. The study suggested project leaders' need a minimum years of experience in order to be better placed to design project teams that incorporate a mix of employees who are more capable of effectively executing projects, thus ensuring performance of safety projects.

Key terms: *Idealized Influence, Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, Project Management, Project Performance, Transformational Leadership*

CITATION Kimani, G. N., & Kising'u, T. M. (2019). Effect of project manager's transformational leadership on performance of aviation safety projects in Jomo Kenyatta International Airport. *The Strategic Journal of Business & Change Management,* 6 (4), 902 – 918

INTRODUCTION

Project management is appreciated as one of the research direction in conventional Project performance Nomakuchi, (2015).In the dynamic situation that the world is in, specifically the project manager's influence is of utmost importance in motivating employees and creating an enabling environment for the project team to meet challenges in the world's economy today. In this research, transformational leadership style will be explored to establish the effect of project manager in performance in aviation safety projects in Jomo Kenyatta International Airport, Kenya. In the last few decades we have witnessed organizations that have achieved relatively significant success with various kinds of transformational leadership models. A leading example is the model which offers a leadership model with five distinct practices that outstanding leaders use to influence employees' performance Kouzes and Posner's (2013).

The Jomo Kenyatta International Airport in Nairobi, Kenya, is the largest aviation facility and the busiest airport in East Africa. The airport was opened in 1958 as Embakasi Airport since it is located in the Embakasi suburb 9 miles southeast of Nairobi's central business district). Later, the airport was renamed after Jomo Kenyatta, Kenya's first president and prime minister. The airport is currently managed by the Kenya Airports Authority (KAA) which is a parastatal organization. In Kenya, air transportation plays a vital role in the sustenance of the country's economic growth. Most of the passenger traffic operates into and out of the country via the main airport, Jomo Kenyatta International Airport which is located in Nairobi, and some of the traffic goes through Moi International Airport which is located in the coastal town of Mombasa.

Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization Krishnan,(2015).Bass declared there were four types of transformational leadership behaviors, namely idealized influence charisma, inspirational motivation, individualized consideration, and intellectual stimulation Moynihan,(2015). Idealized influence represents role-modeling behavior where the leader instills pride, faith, and respect, and has a gift for seeing what is really important, and transmits a sense of mission Inspirational motivation represents the use of images and symbols that enable the leader to raise the expectations and beliefs of their follower concerning the mission and vision. Individualized consideration represents providing experiential learning and occurs when the leader delegates a project, provides coaching and teaching, and treats each follower as an individual.

Intellectual stimulation represents cognitive development of the follower and occurs when the leader arouses followers to think in new ways and emphasizes problem solving and the use of reasoning before taking action Cockcroft, (2014). Transformational leaders encourage their subordinates to bring creative viewpoints to work and stimulate a team vision through positive motivation. Transformational leaders continuously show concern for their subordinates' needs, treat them with respect and utilize a flexible approach towards them. This does not necessarily mean that the transformational leader never resorts to punishment or negative feedback. When Punishment and negative feedback is used, they are perceived or may be interpreted as exceptional and required for completing the present task Kanungo, (2017).

Transformational leadership behaviors alter the higher order needs of followers by changing their attitudes, beliefs, and values. Such behaviors are important to the leaders because they can directly influence followers and any process of change. Transformational leadership involves raising the consciousness of followers by appealing to higher ideals and values, and moving the focus of followers away from their self-interests encouraged by transactional leadership. In other words, the leader encourages their followers to consider their actions

beyond simply "what is in it for them. The transformational leader motivates subordinates by focusing them on a greater cause, such as justice. Moynihan (2015) argued that transformational leaders have a more significant motivating effect on employees and are preferable to transactional leaders because they motivate employees to perform well even in situations that lack any chance of receiving formal recognition.

The study found that dissemination of information among stakeholders was average resulting into low cooperation in the cases of emergency at the Airports. Considering all the above, it is no doubt that leadership has a key role to influence the desired changes within the air transport sector. Despite the importance of this sector in the Kenyan economy, no study has been done on the effect of project manager's transformational leadership on the performance of aviation safety projects in Kenya Ombasa and Ngugi, (2014). This study therefore sealed the existing knowledge gap by studying the effect of project manager's transformational leadership on performance of aviation safety projects in Jomo Kenyatta International Airport, Kenya.

Research Objectives

- To establish the effect of project manager's idealized influence on performance of aviation safety projects in Jomo Kenyatta International Airport.
- To determine the effect of project manager's inspirational motivation on performance of aviation safety projects in Jomo Kenyatta International Airport.
- To investigate the effect of project manager's intellectual stimulation on performance of aviation safety projects in Jomo Kenyatta International Airport.
- To examine the effect of project manager's individualized consideration on performance of aviation safety projects in Jomo Kenyatta International Airport.

The research hypotheses were;

- **H_{01}:** Project manager's idealized influence has significant effect on performance of aviation safety projects in Jomo Kenyatta International Airport.
- **H_{O2}:** Project manager's inspirational motivation has significant effect on performance of aviation safety projects in Jomo Kenyatta International Airport.
- **H_{O3}:** Project manager's intellectual stimulation has significant effect on performance of aviation safety projects in Jomo Kenyatta International Airport.
- **H_{O4}:** Project manager's individualized consideration has significant effect on performance of aviation safety projects in Jomo Kenyatta International Airport.

LITERATURE REVIEW

Complex Adaptive System Theory

Complex adaptive system Theory is a methodology that seeks to understand how order emerges in complex, nonlinear systems such as galaxies, ecologies, markets, social systems and neural networks Wang et al, (2015). Recently there has been increasing emphasis on treating the management of safety as a systemic and complex phenomenon (Reiman *et al,* 2015). There are a number of typical features of complex systems, such as non-linearity, history-dependence, self-organization, constant change, non-equilibrium conditions, as well as tight coupling and feedback effects between system elements Boal, (2015).

Due to these features and the emergent behavior they generate, these systems can behave in counterintuitive ways and resist improvement efforts. For instance, Reiman *et al,* (2015) have advocated how the principles of complex adaptive systems (CAS) can be applied to safety critical organizations. According to this complexity science-based view of safety, Reiman *et al* (2015) proposed eight principles of safety management for critical tasks, skills and knowledge for training learning experience training outputs.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Transformational Leadership Theory

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer Bass Cockcroft, (2015) maintained that transformational leadership can be seen when leaders and followers make each other to advance to a higher level of morale and motivation. Through the strength of their vision and personality, such leaders are able to inspire followers to change their perception and get motivated to face higher challenges hence performance and leads to project success.

Transformational leadership is defined based on the impact such leaders will have on followers which is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization Krishnan, (2015). Transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values. The transformational leaders attempt to stimulate the undeveloped or dormant needs of their subordinates. There are four types of transformational leadership behavior, namely idealized influence or charisma, inspirational motivation, individualized consideration, and intellectual stimulation Mukaria, (2013).

Project Management Theory

The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs Moynihan, (2015).There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. According to Project Management Body of Knowledge, project activities are related by sequential dependencies.From this we inherit theoretically powerful concepts, such as observables, which, we propose, in the project management context are quantities such as the cost and schedule. Project management seems to be based on three theories of management: management as planning, the dispatching model and the thermostat model. With action as the key word in the definition of project and as a main subject of the three theories of management, one can summarize project management as management of action or the use of a closed system Boonstra, (2015).

Theory of Performance

The Theory of Performance (ToP) develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements. To perform is to produce valued results. A Performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey. Current level of performance depends holistically on 6 components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements.

Choosing a dimension of performance as a basis for reward, staffing, or development decisions implies that it is important for an organization because it affects its current and future performance. Perceived relationships between different performance dimensions and organizational performance are referred to as performance theory. Performance theories may be spelled out explicitly in company documents. More often, they only exist in the minds of individuals throughout the organization consciously or subconsciously. They evolve over time as the individuals observe performance and its effects throughout their careers, and they provide structure whenever these individuals assess performance, formally or informally. The theory is linked to the study where the issue of aviation safety is critical which is enhanced through better leadership in the organization.

Management by Objective Theory

Management by objectives (MBO) was first popularized by (Drucer, 2013) MBO is based on the thinking that various hierarchies within companies need to be integrated. Drucer argued that all Organizations exist for a purpose, and, to achieve that purpose, top management sets goals and objectives that are common to the whole organization. The MBO approach injects an element of dialogue into the process of passing plans and objectives from one organizational level to another. The superior brings specific goals and measures for the subordinate to a meeting with this subordinate, who also brings specific objectives and measures that he or she sees as appropriate or contributing to better accomplishment of the job. Together they develop a group of specific goals, measures of achievement, and time frames in which the subordinate commits himself or herself to the accomplishment of those goals. The subordinate is then held responsible for the accomplishment of the goals. In other words MBO is participative goal setting, choosing course of actions and decision making. An important part of the MBO is the measurement and the comparison of the management actual performance with the standards set.

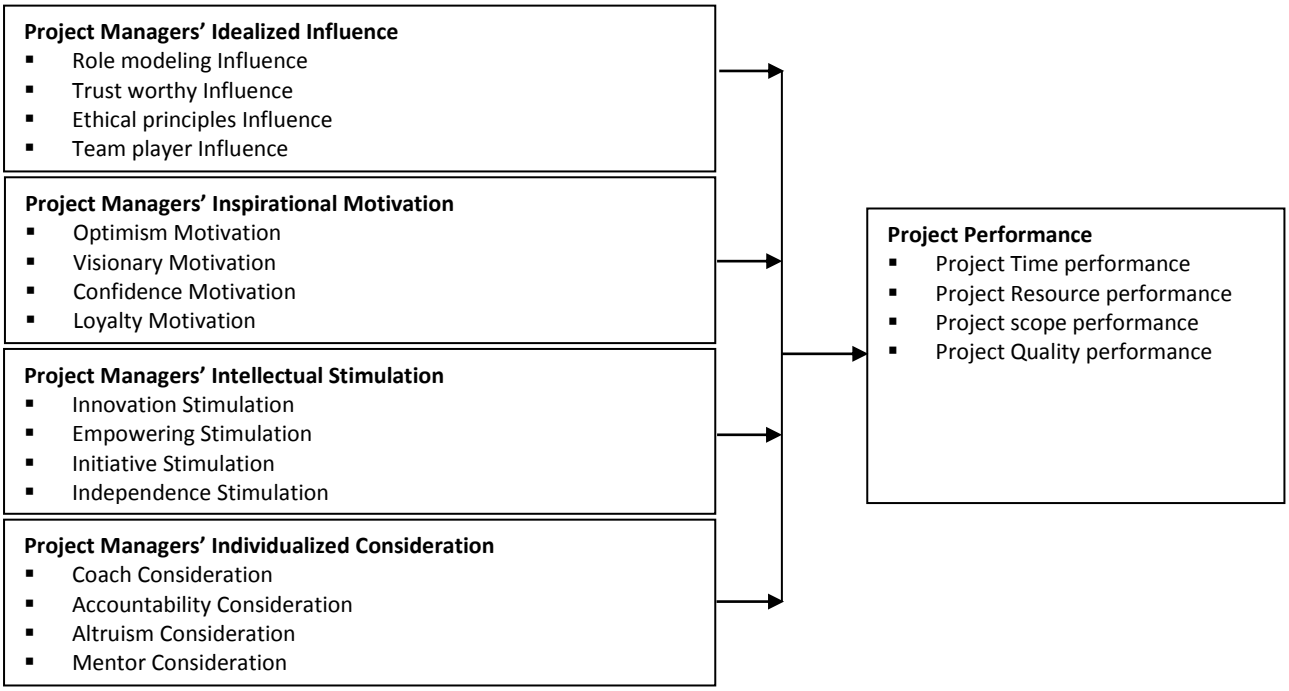

Figure 1: Conceptual Framework

Empirical Review

The term idealized influence means being influential over ideals, at the highest level of morality, leaders and their followers may dedicate themselves to the best ideals. If someone serves his or her country to the best of his or her abilities, that can be a great motivator to followers Takao, (2015). It can be stated that transformational leaders demonstrate superior levels of ethical and moral conduct while serving as role models for their supporters. They elevate the importance of common values and beliefs, emphasize the significance of a strong sense of purpose, and underline the worth of achieving a collective sense of the organization's mission Bass, (2013).

Leaders with idealized influence pose their worries about a problem and the need for its resolution. They progress by generating a sense of becoming role model in the organization. Those followers who identify with the leader move to share the leader's

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

concerns and increase readiness to recognize the problem as their own Kelloway, (2016) articulate why individuals who are superior in emotional intelligence would be more likely to utilize transformational leadership behaviors. These are leaders who recognize and are able to manage their own emotions, demonstrate self-control and delayed gratification, and inspire trust and respect in their followers. Emotional intelligence also makes leaders more effective in pursuing organizational goals and is consistent with the notion of idealized influence.

Leaders display inspirational motivation when they encourage employees to do their best and achieve beyond expectations. For that reason, utilization of inspirational motivation helps to increase employees 'feelings of self-reliance, enabling them to optimally carry out their jobs Snyder and Lopez, (2014).This characteristic reflects the extent to which a leader is also capable of being a cheerleader, able to speak, on behalf of his or her followers. These leaders demonstrate enthusiasm and optimism, and emphasize commitment to a shared goal. It is the ability of transformational leader to act as a figure, which inspires and motivates the followers to appropriate behavior. Transformational leaders should, at all times behave a way, which motivates and inspires followers. Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages, emphasizing aims, stimulating followers.

Transformational leaders encourage followers 'ideas and assess their efforts to be more creative in solving problems by questioning assumptions, describing problems, and redefining old situations in new ways Loernet, (2015).This stimulation occurs mainly through empowering followers to take the initiative Riggio, (2014). Transformational leaders also challenge followers to generate new ideas which are not completely different from the strategies of the organization. They hearten their followers to confront old values, traditions, and beliefs that may be obsolete for today's problems, articulate threats that the organization may encounter, and offer opportunities for improvement.

The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers Loernet, (2015). This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation in the performance when the leader is keen to observe, analyze and predict the needs and wants of his followers. The leader, who is aware of the difference in needs and wants of people, has an opportunity to use all those different demands in the right way.

Transformational leaders reflect their awareness of the importance of teamwork and readiness to lean on the help of others. A transformational leader should approach the creation of teams within which, together with the other members, make appropriate decisions and solve problems they come across. Appreciation of others is the attribute of transformational leaders with which they demonstrate that they appreciate and evaluate the attitudes and opinions of their followers. These attributes of transformational leaders reflect the need for two way communication during the process of organizational transformation. In order to achieve optimal effectiveness of the organizational transformation process, it is necessary that the communicational plan includes communicational channels for backward information from the followers toward their leaders. Teaching-represents an important attribute of transformational leaders, which reflects their ability to influence people in the process of change to teach, direct and inspire them.

Traditionally, project management has been associated with the fields of construction and

engineering, where the project success criteria are objective, and measurable, usually by the conventional triangle criteria of time, budget, and quality. Project management, however, has become ubiquitous nowadays in the service sector, as well as in areas like capacity building and social work projects Diallo, (2015). The Project Management Institute defines project performance as balancing the competing demands for project quality, scope, time, and cost, as well as meeting the varying concerns and expectations of the project stakeholders. Ika, (2015) indicates that while the iron triangle of cost, time, and quality dominated the concept of project performance criteria in the 1960s to 1980s, many other criteria were added more recently. Murphy, (2017) These include benefit to the organization, end user satisfaction, benefit to stakeholders, benefit to project personnel, strategic objectives of the organization, and project success.

There is a relationship between transformational leadership and project performance. The relationship is central to business performance and core to the way we structure and manage business organizations. The key performance indicators for project completion and performance are; Project Time performance which relates to managing the time required to be spent on their project tasks, and how long the project takes overall. This knowledge area helps to understand the activities in the project, the sequence of those activities, and how long they are going to take. It's also where to prepare project schedule. Project Resource performance relates on how to run project team. It starts by understanding what resources are needed to be able to complete the project, then put the project team together and learning how to motivate the team. Project scope performance it is the way to define what your project will deliver. Scope management is all about making sure that everyone is clear about what the project is for and what it includes Kanungo, (2017). It covers collecting requirements and preparing the work breakdown structure. Project Quality performance involves setting up the quality control and quality management activities on the project.

METHODOLOGY

The study adopted a quantitative research design to assess the effect of project manager's transformational leadership on project performance of aviation safety projects in Jomo Kenyatta International Airport, Kenya. This quantified the hypothesized relationship between the dependent and independent variables because it requires the data to be transposed in numbers in an objective and systematic process to obtain information describing variables and their relationship. A survey design was employed to collect data since it enabled the researcher to gather a larger sample size to generate data to test the research hypothesis. A cross section survey design was used adding the advantage of cost effectiveness and larger sample size hence enhancing the accuracy of conclusion to be arrived. It is recommended to use various research designs Creswell, (2014) says research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis.

The Statistical Package for Social Sciences Version 21 was used as a tool for analyzing data. The study used descriptive statistics specifically employing measures of central tendency and measures of dispersion to analyze data and the results presented in form of tables. Multiple regression analysis was used to provide insight into the nature of relationship between transformational leadership and organizational performance, as the equation below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathbf{se}$$

Where:

Y is project performance, X_1 is idealized influence, X_2 is inspirational motivation, X_3 is intellectual stimulation, X_4 is individualized consideration, β_0, β_1, β_2, β_3, β_4, are unstandardized regression coefficients, **se** is the standard error.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

FINDINGS

Idealized Influence

The study sought to establish the effect of project manager's idealized influence on performance of aviation safety projects in JKIA.

Table 1: Project Manager's Idealized Influence

Project Manager's Idealized Influence	N	Mean	Std. Deviation
Reports about safety concerns is easily accessible to all airport users	63	4.63	0.576
Airport emergency plan is well understood by the employees	63	4.32	0.618
The organization charter is well understood by all stakeholders	63	4.44	0.838
The employees are able to obtain information on ongoing amendments in aviation safety regulations	63	4.63	0.630
The employees are consulted on safety projects in the organization	63	4.83	0.383
Valid N (list wise)	63		

Majority of the respondents strongly agreed that reports about safety concerns is easily accessible to all airport users with (mean=4.63, SD=0.576) implication of higher response rate. The findings concurred with Wambui, (2016) who asserted that safety reports in any given organization should be available to the staff at any given time. Most of the respondents strongly agreed that the employees were consulted on safety projects in the organization having mean score of 4.83 and standard deviation of 0.383. The employees were able to obtain information on ongoing amendments in aviation safety regulations where majority of the respondents strongly agreed with the statement having a mean score of 4.63 and standard deviation of 0.063. The results were line with the statement that safety regulations in any given undertaken project should be clearly stipulated to the staff in order for them to be part and parcel on any given amendments being made. Airport emergency plan is well understood by the employees where they are taken through what it entails and its importance in regards to project performance especially in their aviation industry. The results were agreed by respondents having a mean score of 4.32 and standard deviation of 0.618. The findings were in consistent with Omore, (2015) who asserts that the idealized influence has relationship with project performance.

Project Manager's Inspirational Motivation

The study sought to establish the effect of project manager's inspirational motivation on project performance of aviation safety projects in JKIA.

Table 2: Project Manager's Inspirational Motivation

Project Manager's Inspirational Motivation	N	Mean	Std. Deviation
There are penalties on reporting safety concerns	63	4.68	0.502
The organization safety policy is shared with stakeholders	63	4.90	0.296
The airport users are motivated to participate in aviation safety programs	63	4.60	0.610
The organization is a homely and accommodating to all airport users	63	4.49	0.693
We have the best motivational packages for our employees	63	4.29	0.705
Valid N (listwise)	63		

We have the best motivational packages for our employees where respondents agreed with the statement having a mean score of 4.29 and standard deviation of 0.705.Motivation aspect in any given organization enhances the performance of employees especially in this regards to project performance the leadership of the organization has to incorporate the best motivation strategies to employees. Majority of the respondents strongly agreed that the organization is a homely and accommodating to all airport users with a mean score of 4.49 and standard deviation of 0.693.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

The results implicated that there is high response rate of 0.693 from the respondents based on the organization accommodating the port users at the airport. The respondents agreed that the airport users are motivated to participate in aviation safety programs. The response from the response was based on a mean score of 4.60 and standard deviation of 0.061 Safety programs and routine plays significant role to the entire airport organization where the staff and the airport users were able to understand and visualize their safety first. There are penalties on reporting safety concerns which most of the respondents strongly agreed having a mean score of 4.68 and standard deviation of 0.502

Majority of the respondents strongly agreed that the organization safety policy is shared with stakeholders having mean score of 4.90 and standard deviation of 0.296. The results implicated low response rate of 0.296

Project Manager's Intellectual Stimulation

The study sought to determine the effect of project manager's intellectual stimulation on performance of Aviation safety projects in JKIA. The findings of the intellectual stimulation was based on the following sub indicators: innovation, empowering, initiative and independence.

Table 3: Project Manager's Intellectual Stimulation

Project Manager's Intellectual Stimulation	N	Mean	Std. Deviation
The stakeholders give new ideas to improve the safety aspects of the organization	63	4.35	0.936
There are policies empowering stakeholders to make decisions affecting safety projects in the organization	63	4.46	0.737
The organization is independent to carry out safety projects with minimal interference	63	4.63	0.548
New ideas on safety initiative are embraced by managing (KAA) and oversight Authorities (KCCA)	63	4.63	0.485
We have the best intellectual strategies in place that has enhanced project performance	63	4.70	0.557
Valid N (listwise)	63		

The stakeholders gave new ideas to improve the safety aspects of the organization. The results meant that the respondents agreed with statements with high percentage rate. This statement was based on a mean score of 4.35 and standard deviation of 0.936. Most of the respondents agreed that there were policies empowering stakeholders to make decisions affecting safety projects in the organization that has sustained project performance having a mean score of 4.46 and standard deviation of 0.737. The organization is independent to carry out safety projects with minimal interference which had tremendously increased performance and motivation from the staff thus increasing project performance. This statement was strongly agreed by respondents having a mean score of 4.63 and standard deviation of 0.548. Most of the respondents strongly agreed that new ideas on safety initiative are embraced by (KAA) and oversight Authorities (KCCA) having a mean score of 4.63 and standard deviation of 0.485. The organization had the best intellectual strategies in place that has enhanced project performance which had been enhanced through appropriate safety initiatives and expertise and skilled staff who are able to handle their roles and tasks adequately. This statement was strongly agreed by respondents having a mean score of 4.70 and standard deviation of 0.557.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Project Manager's Individualized Consideration

The study sought to determine the effect of project manager's individualized consideration on performance of Aviation safety projects in JKIA. The findings of the individualized consideration was based on the following sub indicators: coach, accountability, altruism and mentor.

Table 4: Project Manager's Individualized Consideration

Project Manager's Individualized Consideration	N	Mean	Std. Deviation
Recurrence safety awareness is carried out to all stakeholders	63	4.75	0.439
The organization has safety champions in place	63	4.81	0.396
There is a safety culture in the organization	63	4.81	0.396
The employees sacrifice their resources to participate in safety projects at the organization	63	4.67	0.508
Individualized consideration has helped the organization to achieve project performance	63	4.84	0.368
Valid N (listwise)	63		

Recurrence safety awareness is carried out to all stakeholders which was very crucial aspect in any given airport set up organization. Most of the respondents strongly agreed that recurrence safety awareness was critical to all stakeholders having mean score of 4.75 and standard deviation of 0.439.

The organization had safety champions in place having mean score of 4.81 and standard deviation of 0.396. Based on the statements most of the respondents strongly agreed with the results implicating that most of the respondents understood the question and were able to give out their opinions.

There was a safety culture in the organization which has contributed to project performance of safety projects in the entire organization having mean score of 4.81 and standard deviation of 0.396.

The employees sacrificed their resources to participate in safety projects at the organization where most of the respondents strongly agreed with the statement having mean score of 4.67 and standard deviation of 0.508. Majority of the respondents strongly agreed that project manager's individualized consideration had helped the organization to achieve project performance having mean of 4.84 and standard deviation of 0.360. The results were in line with Juma, (2017) who asserted that performance of any given projects had to consider by the given organization which first comes from intellectual stimulation.

Project Performance

The study sought to determine the effect of project manager's transformational leadership in performance of Aviation safety projects in JKIA. The findings of the project performance was based on the following sub indicators: project time, project resource, project scope and project quality.

Table 5: Project Performance

Project Performance	N	Mean	Std. Dev.
Quality and cost estimation are one of the parameters which are used to measure project performance	63	4.78	0.419
We have invested much in resources to facilitate project performance	63	4.75	0.439
The management of the organization usually defines the scope of any project before it is undertaken	63	4.68	0.591
We have to plan and schedule out the exact time the project will start and be completed	63	4.95	0.215
The organization has proper project fund management in place to ensure that there is no delays and lapses in the project completion	63	4.67	0.596
Valid N (listwise)	63		

Quality and cost estimation were one of the parameters which were used to measure project performance in any given organizational context. Based on this statement most of the respondents strongly agreed with that opinion having a mean score of 4.78 and standard deviation of 0.419. Most of the respondents strongly agreed that the management of the organization usually defines the scope of any project before it is undertaken having a mean score of 4.68 and standard deviation of 0.591. The statement implied that in order for any successful project there must be clearly defined scope of the work. Majority of the respondents strongly agreed that the organization had invested much in resources to facilitate project performance having mean score of 4.75 and standard deviation of 0.439. Most of the respondents strongly agreed that the organization has proper project fund management in place to ensure that there was no delays and lapses in the project completion with a mean of 4.67 and standard deviation of 0.596.

Correlation

A correlation is a statistical measurement of the relationship either positive or negative between two variables. Possible correlations range from +1 to -1. A zero correlation is an indicator of no relationship between the variables of the study while a correlation of -1 indicates a perfect negative correlation meaning that as one variable goes up, the other goes down. A correlation of +1 indicated a perfect positive correlation, meaning both variables move in the same direction together.

Table 6: Pearson's Correlation Matrix between project manager's transformational leadership and Project performance

Correlations

		II	IM	IS	IC	PP
Idealized Influence (II)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	63				
Inspirational Motivation (IM)	Pearson Correlation	.736**	1			
	Sig. (2-tailed)	.000				
	N	63	63			
Intellectual Stimulation (IS)	Pearson Correlation	.293**	.664**	1		
	Sig. (2-tailed)	.000	.000			
	N	63	63	63		
Individualized Consideration (IC)	Pearson Correlation	.717**	.324**	.597**	1	.
	Sig. (2-tailed)	.001	.000	.000		
	N	63	63	63	63	
Project Performance (PP)	Pearson Correlation	.530**	.769**	.577**	.621**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

The results generally indicated the four variables were found to have a positive significant correlation on project performance at 5% level of significance. There was positive correlation between inspirational motivation and idealized influence (r =0.736, P < 0.05). There was positive correlation between intellectual stimulation and inspirational motivation (r =0.664, P < 0.05). There was weak positive correlation between individualized consideration and inspirational motivation (r =0.324, P < 0.05). There was positive correlation between individualized consideration and intellectual stimulation (r =0.597, P < 0.05). The findings concurred with the analysis of variance (ANOVA) that examined the value of F– statistic and its corresponding significance. When the test was run at 0.05 significance level, the p value was 0.000. If p value (0.000) is less than α (0.05) then the result is significant.

The analysis indicated the coefficient of correlation, r equal to 0.530, 0.769, 0.572 and 0.621 for idealized influence, inspirational motivation, intellectual stimulation and individualized consideration respectively. This indicates positive relationship between the independent variable namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Regression Analysis

Table 7: Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.680	4	4.670	3.641	.000[b]
	Residual	74.399	58	1.283		
	Total	93.079	62			

a. Dependent Variable :Project Performance

b. Predictors: (Constant), Individualized Consideration, Intellectual Stimulation, Idealized Influence, Inspirational Motivation

To establish whether there existed a linear relationship among the variables in the regression, the analysis of variance (ANOVA) output was examined. The analysis of variance reports how well the regression equation fits the data by studying the value of F – statistic and its corresponding significance. When the test was run at 0.05 significance level, the p value was 0.000. If p value (0.000) is less than α (0.05) then the result is significant. The regression model predicts dependent variable well as seen from Table 7 indicating that relationship is statistically significant (F = 3.641, p = .000). This meant that there was a 99 percent chance that the relationship between independent variables and dependent variable is not due to chance. This further supported the finding of correlation analysis that indicated existence of a positive relationship between project manager's transformational leadership and project performance of aviation safety projects in JKIA, Kenya.

Table 8: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448[a]	.201	.146	1.13259

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

In order to test the research hypotheses, a standard multiple regression analysis was conducted using project performance as the dependent variable and the four determinant variables idealized influence,

inspirational motivation, intellectual stimulation and individualized consideration as the predicting variables. The four independent variables that were studied to explain only 20.1% project manager's transformational leadership on project performance of aviation safety projects in Jomo Kenyatta International Airport as represented by the adjusted R^2. This therefore means that other factors not studied in this research contribute 79.9% of effect of project manager's transformational leadership on project performance of aviation safety projects in JKIA, Kenya which is which was fairly low.

Table 9: Coefficient of Determination

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	15.025	4.722		2.843	.006
Idealized Influence	.104	.068	.192	2.388	.020
Inspirational Motivation	-.146	.073	.256	2.378	.021
Intellectual Stimulation	.187	.093	.257	5.971	.000
Individualized Consideration	.232	.156	.191	3.327	.002

a. Dependent Variable: Project Performance

According to the analysis, the equation ($\hat{Y} = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$), the resultant regression model is given by equation 4.1 as;

$Y_i = 15.025 + 0.104x_1 + 0.146x_2 + 0.187x_3 + 0.232x_4$…

Where x_1, x_2, x_3 *and* x_4 are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration respectively.

The model showed that keeping other factors constant, for every one unit change in idealized influence, project performance increases by 10.4%; for every one unit change in inspirational motivation, project performance increases by 14.6%; for every one unit change in intellectual stimulation, project performance increases by 18.7% and for every one unit change in individualized consideration, project performance increases by 23.2%.

Hypothesis Testing Results

Ho_1: Project manager's idealized influence does not significantly effect on performance of aviation safety projects in Jomo Kenyatta International Airport.

The criteria for rejecting the null the hypothesis is based on the p value of the test statistics. If the p value is less than the specified level of significance (usually 0.05) then the null hypothesis is rejected.

From the results, the calculated p-value is equal 0.02, which was less than the level of significance 0.05 hence the null hypothesis is rejected. It was concluded that idealized influence has significant influence on project performance of aviation safety projects in JKIA.

Ho_2: Project manager's inspirational motivation does not significantly influence performance of aviation safety projects in JKIA.

The criteria for rejecting the null the hypothesis is based on the p value of the test statistics. If the p value is less than the specified level of significance (usually 0.05) then the null hypothesis is rejected.

From the results, the calculated p-value is equal 0.021, which is less than the level of significance 0.05 hence the null hypothesis is rejected. It can be concluded that inspirational motivation have significant influence on project performance of aviation safety projects in JKIA.

Ho_3: Project manager's intellectual stimulation does not significantly influence performance of aviation safety projects in JKIA.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

The criteria for rejecting the null the hypothesis was based on the p value of the test statistics. If the p value is less than the specified level of significance (usually 0.05) then the null hypothesis is rejected.

From the results, the calculated p-value is equal 0.00, which is less than the level of significance 0.05 hence the null hypothesis is rejected. It can be concluded that top management support has significant influence on project performance of aviation safety projects in JKIA.

Ho_4: Project manager's individualized consideration does not significantly influence performance of aviation safety projects in JKIA.

The criteria for rejecting the null the hypothesis was based on the p value of the test statistics. If the p value is less than the specified level of significance (usually 0.05) then the null hypothesis is rejected.

From Table the results, the calculated p-value is equal 0.002, which is less than the level of significance 0.05 hence the null hypothesis is rejected. It can be concluded that individualized consideration has significant influence on performance of aviation safety projects in JKIA, Kenya.

From hypotheses testing results, the calculated p-value were found to be less than the specified level of significance of 0.05 hence the null hypothesis was rejected. Therefore, it can be concluded that all the independent variables have significant influence on performance of aviation safety projects in JKIA.

Table 10: Summary of Research Hypotheses

Null Hypothesis	Comments
Project manager's Idealized influence does not significantly influence performance of aviation safety projects in JKIA.	Rejected
Project manager's Inspirational motivation does not significantly influence performance of aviation safety projects in JKIA.	Rejected
Project manager's Intellectual stimulation does not significantly influence performance of aviation safety projects in JKIA.	Rejected
Project manager's Individualized consideration does not significantly influence performance of aviation safety projects in JKIA.	Rejected

Discussion for Research Hypothesis Testing

Project Manager's idealized influence results finding showed that the calculated p-value was equal 0.02, which was less than the level of significance 0.05 hence the null hypothesis is rejected. Hence the findings were concluded that idealized influence has significant influence on performance of aviation safety projects in JKIA.

Project manager's Inspirational motivational had influence on the results where the calculated p-value was equal 0.021, which was less than the level of significance 0.05 hence the null hypothesis is rejected. Hence the findings were concluded that inspirational motivation have significant influence on performance of aviation safety projects in JKIA.

Project manager's intellectual stimulation had influence on the results where the calculated p-value was equal 0.021, which was less than the level of significance 0.05 hence the null hypothesis is rejected. Hence the findings were concluded that intellectual stimulation have significant influence on performance of aviation safety projects in JKIA.

Project manager's individualized consideration had influence on the results where the calculated p-value was equal 0.021, which was less than the level of significance 0.05 hence the null hypothesis is rejected. Hence the findings were concluded that individualized consideration have significant influence on performance of aviation safety projects in JKIA.

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

CONCLUSIONS

The results revealed that there was positive regression between project manager's idealized influence and performance of aviation safety projects. The coefficient of determination was very high implying a slight change project manager's idealized influence has high effect on performance of aviation safety projects in JKIA. Correlation was found to be strong and positive thus depicting the relationship between the variables to be very critical in performance of aviation safety projects in JKIA.

Correlation was found to be strong and positive thus depicting the relationship between the variables to be very critical in project performance of aviation safety projects in JKIA. The coefficient of determination was very high implying a slight change project manager's inspirational motivation has high effect on performance of aviation safety projects in JKIA.

There was positive correlation between project manager's intellectual stimulation and inspirational motivation. Most of the results showed a high selection for agree and strongly agree as presented by Likert scale. The coefficient of determination was very high implying a slight change project manager's intellectual stimulation has high effect on performance of aviation safety projects in JKIA.

The regression analysis was conducted and found out that there was significant positive relationship between project managers' individualized consideration and project performance. The coefficient of determination was very high implying a slight change project manager's individualized stimulation has high effect on performance of aviation safety projects in JKIA. Correlation was found to be strong and positive thus depicting the relationship between the variables to be very critical in project performance of aviation safety projects in JKIA.

RECOMMENDATIONS

The complexity in the leadership can pose a great threats to different organization projects at any given point in time; this might lead to decline in project performance levels which definitely require immediate corrective measures to reverse the project performance lest before it becomes a declining trend.

This study recommended adoption and application of effective project management leadership practices. Due to the complex nature of projects, the study recommends that project teams acquire a mix of competencies like conceptual skills, people skills and technical skills while problem solving, interpersonal and communication skills cut across all levels of management. Technical and professional expertise should be embraced in order to moderate the impact of project complexity and familiarity on project performance

The study recommended introduction of effective controls including processes and procedures, having a clear set of objectives and well defined staff roles and responsibilities, member involvement in project activities and having a means of measuring performance which are all geared towards ensuring effective and efficient utilization of resources and achieving satisfactory progress on project performance. The study also recommends that Project leaders should use democratic style of leadership since it involves employees in decision-making with the leader providing supportive communication.

The study suggested emphasis be given to the experience of project staff to ensure aviation safety projects are effectively executed in order to fully meet set objectives. Project leader's need a minimum years of experience in order to be better placed to design project teams that incorporate a mix of employees who are more capable of effectively executing projects, thus ensuring performance of safety projects.

The study recommended that project leadership should be able to embrace new innovative initiatives, benchmarking with other well doing

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

project organization to be able to implement them in their aviation safety projects organizations.

Recommendation for Further Studies

The study suggested that further research should be carried out to establish the other factors that were attributed to affecting 20.1 % of project performance as from the regression model, since the current study only examined four project managers' transformational leadership aspects which include project managers idealized influence, project managers inspirational motivation, project managers intellectual stimulation and project managers individualized consideration. The study focused on the effect of project manager's transformational leadership on performance of aviation safety projects in JKIA, where the respondents were drawn from JKIA only. It is recommended that this topic can be investigated from the beneficiary perspective where the project beneficiaries constitute the sample population.

REFERENCES

Agassi. J (2011) Global Technology Performance. *International Journal of Soft Computing and Engineering*, Volume-4 (1), 35-37.

Boonstra M.J (2015). Market attractiveness, resource-based capabilities, venture strategies and venture performance. *Journal of Small Business Management*, *12* (1), 27-35.

Boal, K. B., & Bryson, J. M. (2017). Charismatic leadership: A phenomenological and structural approach. 29 (. 11 – 28).

Chocho T. A (2016) The Performance of Aviation Regulatory System in Kenya, Paper presented at the Moi University International Management and Entrepreneurship Conference.

Chandler,G.N. & Hanks, S. H. (1994). Market attractiveness, resource-based capabilities, venture strategies and venture performance. *Journal of Small Business Management,* 12(1), 27-35.

Conger, J.A. & Kanungo, R.N. (2017). Toward a behavioral theory of charismatic Leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647.

Covey, S. (2012). The 7 Habits of Highly Effective People. Toronto: Simon and Schuster.

Covin, J. & Slevin, D. (1989). Strategic Management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75-87.

Delhe S. N. (2016) Disasters in Kenya Doc 9082/5. A major public health Concern. *Journal of Public Health and Epidemiology,* Vol. 3(1), 38-42.

Dent, F.A. (2005), Leadership Pocketbook. Hants: Management pocketbooks.

Davis, H. (2002) Smart Financial Management the Essential Reference for Successful Enterprises.

Fauske, J. (2011) Preparing School Leaders: Understanding, Experiencing and Implementing Collaboration. University of South Florida. *International Electronic Journal for Leadership in Learning, 6(6)*.

Gathai E. W., (2012) Analysis of Factors That Influence Implementation of Performance Contracts in State Corporations a Case of Kenya Civil Aviation Authority, *Jomo Kenyatta University of Science and Agriculture*

Gathai E. W., (2012) Analysis of factors that influence implementation of performance Contracts in State Corporations a Case of Kenya Civil Aviation Authority.

Gary N. (2011). Knowledge management in Project Performance: A *review of key performance indicators. International Journal of Management Review*, 13, 10-23.

Geoffrey, G. D. (2017). Development of a Recommended Forecasting Methodology for Aviation System Planning in California. Research Report Berkeley, Institute of Transportation Studies, University of California

Hofer, C.W., & Sandbe rg, W.R. (1987). Improving new venture performance: Some guidelines for success. *American Journal of Small Business*, 12, 62-82.

Kothari C. R. (2004). Research Methodology: methods and Techniques 3rd Edition New Delhi: Vishwa Parakashan.

Kising'u. T (2017).The role of strategic leadership for sustainable competitive advantage in Kenyan public and private universities. *Published Thesis JKUAT* (4) 62-85

Krames, J. A. (2005). Jack Welch and the 4E's of Leadership. How to put leadership Formula to Work in Your Organization, (3rd Edition), pp. 3-5

Krishnan, V. R (2015). Effect of transformational leadership on follower's affective and normative commitment. *Sage journal on Critical Management, volume* 5(1), 10-15.

Learner, M. Brush., and Hisrich,R. (1997). Israel Women Entrepreneur: An Examination of factors affecting Performance. *Journal of Business Venturing*, 12 (4), 315-339.

Murphy, S. E., & Ensher, E. A. (2017). A qualitative analysis of charismatic leadership in creative teams: The case of television directors. *The Leadership Quarterly*,

Mmeghreirkouni M, (2018) Leadership in the 21st century *International Journal of Public Leadership*, 14 (14), pp. 245-259, June 2018.

Molden D. J., (1998). Indicators for Comparing Performance of Irrigated agriculture Systems Colombo, *International Water Management Institute* 11,31-40.

Moynihan, D. P (2015). Transformational leadership performance information use, *jounal of public administration research and theory*, volume (22) 12-20.

Mukaria, S.M (2013). Knowledge, awareness and conformity to International Airport emergency preparedness standards: the case of Wilson Airport in Nairobi, Kenya. *Published Thesis. University of Nairobi.* (3), 39-44.

Mehra, A., Smith, B.R., Dixon, A.L. & Robertson, B. (2006). Distributed leadership in teams: The networks of leadership perceptions and team performance. *The Leadership Quarterly*, (3), 232-245.

Ngacho & Das, (2014). Performance Measurement focus on key performance indicator and balanced score card, "*International journal of Project performance* 45 (2),13-15.

Northouse. P. G, (2010). Leadership: Theory and Practice, (5th edition) Western Michigan University.50-67.

Takao N, (2015) Project Management for industry, *university cooperation dilemma*. (2) 47-54.

Teece, J. (2014). "Explicating Dynamic Capabilities: The Nature and Micro foundations of Sustainable Enterprise Performance," *Strategic Management Journal,* 28 (13): 1319-1350.