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Participative Leadership and Success of Government Construction Projects in Uganda: Testing the Participative Leadership Dimensions

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Abstract

This paper aimed at establishing whether all dimensions of Participative Leadership, namely consultation, delegation, and collective decision making, matter in the Success of Government Construction Projects in Uganda. The study employed a cross-sectional and quantitative approach utilising a self-administered questionnaire to gather data. Stratified random sampling was used to select a sample of 100 construction projects from a population of 120 from the five divisions of Kampala district (KCCA website). Later, purposive sampling was used to select a project manager, engineer, contractor and local council leader from each of the 100 projects arriving at a total of 400 respondents. Using SPSS, correlation analysis examined the association between variables while linear regression analysis assessed each participative leadership dimension to project success. Results revealed stakeholder consultation and joint decision making are the most significant participative leadership style dimensions on project success. Theoretically, this study provides maiden evidence of the insignificant contribution of delegation on success of government construction project, highlighting stakeholder consultation and joint decision making as key components in project success based on findings from Uganda. In practice, while executing managers should ensure that they consult and jointly take project decisions with stakeholders to realise project success.

Keywords: Consultation, Delegation, Leadership, Participative, Project, Success, Uganda.

1. Introduction

Normally, construction project initiators set targets at pre-design stage for achievement, such parameters form the basis for measuring the project's success at completion (Akinwale and Oluwafemi, 2022). Notable targets include; project scope, timeframe, quality and cost (Ssenyange et al., 2017). Several studies have focused on construction project success achievement due to its relevance to national economic development (Ashkanani and Franzoi, 2022; Oyaya, 2016). This focus is important because construction projects contribute approximately 80% of the total assets (Rafael, 2023). In addition this sector produces 10% GDP, employment opportunities and over 50% of wealth in fixed assets (Owoo and Lambon-Quayefio, 2018; International Labour Organization, 2015). However, despite several studies such as Ssenyange and Kudakwashe (2023), Magassouba et al. (2019), Kariuki, (2018), Eja and Ramegowda(2020) that have tried to provide guidance about how to achieve project success, most construction projects embarked on have failed to meet their set targets (Al-Edenat, 2022, Office of the Auditor general, 2018, Tayebwa, 2014) causing many researchers to investigate factors that influence project success. It should be noted that the success of a project is heavily dependent on the leadership style chosen by the project manager (Thoha and Avandana, 2020, Nakato, 2019). Moreover, many studies have established that participation leadership is pivotal in realising

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project *success* targets (Ahmad et al., 2022, Raghavan and Chinta, 2023; Al-Edenat, 2022).

Despite studies on the influence of participation leadership to project success, none established the contributions of delegation, stakeholder consultation and joint decision-making towards achieving success of public construction projects (Raghavan and Chinta, 2023; Namiyingo et al., 2016; Nangoli et al., 2016). Besides, no study in Uganda has used path goal theory to explain the relationship between project success and participation leadership dimensions, more so, on the components that impact project success more. Therefore, this study aims to fill the existing gaps in the relationship between participative leadership dimensions and the success of government construction projects. Specifically the study will address these objectives;

- To examine the relationship between stakeholders consultation and success of government construction project.
- To explore the relationship between delegation and success of government construction project.
- To establish the relationship between joint decision making and success of government construction project.
- To examine the contribution of each dimensions of participation leadership on success of government construction project.

This paper consists of a literature review that discusses the appropriate theory and developed the hypotheses. This section is followed by the study methodology. The results section is thereafter presented, which is followed by discussion of the findings. The last section is conclusion, implications and future directions.

2. Literature Review

2.1. Path Goal Theory

This paper adopts reformulated path goal theory (House, 1996) as a framework for understanding participation leadership dimensions and their influence on project success. This theory addresses the impact of leaders' behaviours on the motivation, satisfaction, and abilities of stakeholders to successfully perform assigned work (Farhan, 2017; Atsebeha, 2016). The theory explains that leaders that employ suitable leadership styles may effectively clarify and eliminate impediments that hinder stakeholders in their pursuit for both individual and organisational goals (Grimm, 2018). This enables a leader change the attitude, motivation, behaviours and satisfaction of stakeholders towards the desired performance levels that yield project success (Cheong and Mustaffa, 2017). Therefore, the responsibility of leaders is to assist stakeholders attain their goals and provide the necessary support and direction to ensure that their goals are compatible with the overall project objectives (Northouse, 2016). Thus, the path-goal theory promotes participation leadership as a strategy leaders use to achieve the desired project success.

As per the theory, participation leadership necessitates leaders' inclusion of stakeholders in the process of establishing stakeholder's performance objectives, devising strategies for executing project tasks, determining criteria for success and implementing rewards (Monzani et al., 2015; House, 1996). Under this leadership style, leaders refrain from making autonomous decisions (Bhatti et al., 2019). Instead, they foster an environment where stakeholders are encouraged to openly share their views and suggestions throughout the project planning, formulation, and implementation process. This process enhances the understanding of project objectives and tasks, leading to stakeholders feeling appreciated as integral members of the management team (Kiplangat, 2017). As a result, stakeholders are motivated, committed, and trusting, providing support and contributing innovative ideas and knowledge that drive project success (Taylor, 2018; Gyasi, 2015). Based on path-goal theory, project leaders must cultivate effective stakeholder participation skills and create an appropriate environment to enhance stakeholder performance in order to attain established project objectives (Akpoviroro et al., 2018).

The path goal theory advances consultation, delegation, and joint decision-making as components of participation leadership that can be adopted to impact government project performance (Sagnak, 2016). Stakeholder consultation entails leaders soliciting and integrating stakeholders' perspectives and concerns in order to establish project objectives, incentives, project task implementation methodologies, and other project-related determinations (Monzani *et al*., 2015). For delegation, leaders assign tasks and responsibilities originally performed by leaders to stakeholders and they concentrate on strategic and management decisions (Rumman and Alzeyadat, 2019; Zhang *et al*., 2017). Furthermore, leaders specify limits within which the final decisions fall and only delegate tasks exclusively to competent stakeholders to avoid project delays (Sloof and Von Siemens, 2021). Lastly, joint decision making project involves leaders and stakeholders coming together with equal influence to discuss and make ultimate project decisions (Magassouba *et al.,* 2019). Therefore, as per the path goal theory project leaders that adopt participation leadership through consultation, delegation and joint decision making motivate stakeholders to execute quality projects on time and within budget. The next discussion involves project success.

2.2. Project Sucess

Extant literature lacks consensus on the definition of project success. Consequently, different opinions on what constitutes project success have been advanced (Kariuki, 2018; Egwunatum, 2017). In this study, project success refers to the ability to complete the (i) project on time, (ii) within budget, and (iii) meeting quality expectations (Magassouba *et al.,* 2019; Oboirien, 2019; Pollack, Helm and Adler, 2018; Kariuki, 2018; Shah, 2016). Project time is the duration from the start of a project to its completion, which is calculated in terms of the percentage increase in the actual completion period over planned completion period (Kerzner, 2022; Odhiambo, 2020). Consequently, projects whose percentage delay falls below 10% are regarded as outstanding time performance; those that fall between 10% to 20% are regarded as average while those above 20% are regarded as unsuccessful projects (Bello, 2017). (ii) Cost success refers to the difference between current costs allocated for the project work against budgeted costs allocated for the project work in place completed to date (Salari *et al.,* 2015). According to Bello (2017), projects that post a percentage cost overrun above 20% are regarded as poor projects, projects that lie between 10% and 20% are regarded as average projects; while projects whose percentage cost overrun fall below 10% are regarded as an outstanding project and efficient cost/ budget utilisation. (iii) Project quality refers to the conformance with stated project specifications as set out in the contract document (i.e. architectural designs, bills of quantities, specifications) and supplementary documents such as variation orders that form a basis for its measurement (Bello 2017; Leong *et al*.,2014). Project quality success is measured by comparing the final project product with the specifications provided at the design stage and various variation orders issued during the course of the construction process. The next section focuses on hypothesis development.

2.3. Hypothesis Development

2.3.1. H^1:' Consultation of Stakeholders Positively Influences Project Success

Consulting stakeholders in projects positively influences project success (Saad et al., 2022). The project planning stage involves choosing a project that will benefit and solve community needs (Fewings and Henewele, 2019). It also involves defining project goals, analysing costs, identifying sources of project funds, and schedule (Nyabera, 2015). Consulting stakeholders at this stage enables leaders to understand and capture stakeholders' goals and views about the project right from inception of the project (Magassouba et al., 2019; Malachira, 2017). This enables leaders to clarify and realign project goals in line with stakeholder's goals and views thereby building their consensus and commitment to pursue a common goal (Nangoli et al., 2016). As such, these stakeholders are less likely to withdraw from the project work, thus saving the project time of supervision and costs of replacing as well as training new stakeholders who would be quitting every time. Besides, consulting stakeholders at this stage increases the level of project acceptance that helps to reduces project resistance that increase chances of project success (Rathenam and Dabup, 2017). Furthermore, project success is a function of performance from each stakeholder in the project (Ika and Pinto, 2022). Projects require creative ideas and strategies for their successful executions (Ndunda *et al.,* 2017). Stakeholder's consultations specifically at the project design stage gives stakeholders an opportunity to share their experiences and opinions about the projects (Magassouba *et al*., 2019). This gives a platform that integrates leaders and stakeholders information and ideas together (Wu *et al*., 2017). As a result of this integration, acceptable and creative decisions, and ideas are generated that enable completion of quality projects on time and within budget. Besides, consulting stakeholders throughout the project helps leaders to clarify roles, tasks, and develop joint strategies to execute tasks (Ekung *et al*., 2014**). This improves on stakeholders' efficiency and effectiveness in executing those tasks and roles which increases chances of project success (**Bogere, 2019).

The relevance of stakeholders' consultation in project success has been acknowledged, however, stakeholder consultation is criticised for delaying projects; escalating costs; bringing tension and conflicts which affect projects success (Nguyen, Chileshe, Rameezdeen and Woods, 2019). After consultations, stakeholders expect incorporation of their ideas in the project. However, it is difficult to balance multiple inputs from all stakeholders consulted resulting in project conflicts and delays (Cottrell *et al.,* 2015). In addition, it requires hiring experts to harmonise the different stakeholders' views and aspirations which increase project costs (Fischer *et al.,* 2014). Furthermore, it is difficult to find the right stakeholders to consult which process delays the project and sometimes consulting the wrong stakeholders which affect the entire project (Leviton and Melichar, 2016).

Researchers have made pertinent conclusions for and against stakeholder consultation in projects success (Mwaisaka, 2019; Ndunda *et al.,* 2017; Nyabera, 2015; Cottrell *et al.,* 2015). This justifies the need to conduct research to establish whether stakeholder consultation contributes to project success. Beleiu et al. (2015) revealed that stakeholder consultation accounts for only 40% of project success, implying that additional aspects of participation such as delegation and joint decisions may also have an impact on project success as hypothesised in our study.

2.3.2. 'H^2: Stakeholders Delegation Positively Influences Project Success

Delegation of authority and responsibility to stakeholders involves stakeholders taking decisions

and reporting back to delegating leaders (Mitchell, 2021). Such inspires and creates a friendly work relationship between leaders and stakeholders (Nanjundeswaraswamy and Swamy, 2014). This friendly work environment creates commitment among stakeholders to ensure projects succeed (Kariuki, 2015). Besides, delegation of roles informs stakeholders of how leaders trust them as capable, able to deliver tasks, important in the project, and need satisfying (Obop, 2016). Also, inspiring stakeholders to stay and perform highly to ensure that they realise project goals (Mwaisaka, 2019). Moreover, project success calls for stakeholders' efficiency and effectiveness on the assigned tasks (Kiiza and Picho, 2015). Delegation requires leaders to allocate project roles and responsibilities according to stakeholders' capabilities for successful executions (Lehtinen and Aaltonen, 2020). Such requires proper stakeholders' analysis and alignment of responsibilities such that each stakeholder is assigned responsibilities and roles they can perform best (Wen *et al.,* 2017). Such enables stakeholders execute tasks with limited wastage and delays. Furthermore, delegation requires leaders to clearly define responsibilities and tasks assigned to stakeholders to accomplish (Mathebula and Barnard, 2020). Responsibilities are written down and stakeholders get a clear view of how important completing these tasks contribute to their individual and project-goals (Coglianese, 2019). This enables leaders to explain tasks and also gain full utilisation of stakeholders' capabilities to realise project targets (Fewings and Henewele, 2019). Equally, stakeholders are able to take on extra roles and contribute directly to the project, thereby saving project costs in hiring extra manpower and resources provided by stakeholders (Wen *et al*., 2017). Besides, it prevents duplication of roles, responsibilities and redundancies that would increase project costs (Tomescu-Dumitrescu and Mihai, 2019).

In addition, delegation of authority and responsibilities result into new and more advanced skills to execute quality projects tasks with fewer defects (Obop, 2016). During delegation, project leaders get time to concentrate on long-term project goals and leave short-term goals to delegated stakeholders (Drouin, Müller, Sankaran, and Vaagaasar, 2021). This provides leaders with time to strategically think, generate better ideas and skills on how to effectively utilise available resources to successfully execute project tasks (Hubbard, 2016; Assaf *et al.,* 2014). Clearly, when leaders concentrate on strategic goals and getting solutions to challenging tasks that require more attention, there level of productivity towards project success is increased (Riisgaard *et al*., 2016). Moreover, project success requires timely, informed and quality decisions at all stages of a project (Guo *et al.,* 2014). For example, at the project execution phase, there are numerous plan modification decisions that require swiftness and quality information for the project to progress smoothly. Delegation of authority and responsibility enables these stakeholders gain project exposure, experiences and knowledge to take quality and informed project decisions in a short time (Jiya, 2018), thereby reducing on project delays and associated costs.

Although delegation contributes to project success (Aidoo *et al.,* 2018; Kombo *et al*., 2014), However, fruitful delegation requires training stakeholders to take up leaders' responsibilities which require time and resources resulting into increase in project costs (Polverari et al.,2024). Moreover, during delegation stakeholders are empowered to make decisions on their own with less supervision (Mwaisaka, 2019). In most cases stakeholders arrive at wrong decisions that compromise project quality (Jayed, 2014). Additionally, delegating authority to stakeholders who in most cases lack project knowledge and skills, cause problems to projects like wastages and reworks that increase costs and time (Watt, 2014). Nonetheless, it is hypothesised in this study that delegation impacts project success.

2.3.3. 'H^3: Joint Decision Making Positively Influences Project Success

Joint decision making plays a vital role in the success of government construction projects (Imam and Zaheer, 2021; Zhuang et al., 2019). Government construction projects exhibit complex, ambiguous tasks, goals, and stressful situations throughout their life cycle (Liphadzi et al., 2015). Involving stakeholders in generating decisions at different project stages enables leaders and stakeholders understand all these situations, tasks and environments before decisions are made (Ssenyange and Kudakwashe, 2023). This builds teamwork and morale among stakeholders because stakeholders understand what is expected of them and means of achieving the set goals. Further, majority of decisions made in projects affect stakeholders and attainment of project goals (Magassouba et al., 2019). Stakeholders need to accept and embrace these decisions from onset if projects are to succeed (Ademola *et al*., 2017). This requires leaders and stakeholders to come together and generate these decisions for stakeholders to embrace them (Mwaisaka, 2019). When stakeholders embrace these decisions they work hard to ensure that these decisions are implemented successfully (Chebbi *et al*., 2020). It also helps to reduce stakeholders' resistance and associated costs that affect scheduled delivery of the project (Nederhand and Klijn, 2019). Indeed, project leaders facing resistances from stakeholders are advised to involve stakeholders in generating decisions to overcome such resistances (Ssenyange *et al*., 2017). Besides, stakeholders understand their needs better, have the expertise and knowledge of the true problems the project intends to solved (Ferreira *et al*., 2020). Joint project decision especially at the planning stage helps to capture stakeholders' needs and aspirations

from the project onset, which stimulates them to comply positively during project implementation to achieve set goals (Nederhand and Klijn, 2019). Moreover, it allows stakeholders to generate a variety of ideas from an informed point of view that increases chances of successful project execution and fulfilment of stakeholders' needs and priorities (Nygaard *et al.,* 2021). Although joint project decision making contributes to project success, Liphadzi *et al.* (2015) established that shared project decisions have low relationship with project success; it only makes stakeholders feel good about their tasks with less impact on project success. Besides, during joint project decisions more rights are given to stakeholders in higher positions than lower levels leading to low levels of commitment, trust, motivation, and cooperation from low level stakeholders (Saha and Kumar, 2017). The above findings reveal that joint decision making has a negative relationship with project success. Nonetheless, it is hypothesised in our study that joint decision making influences project success. Hence, the need to undertake this study to establish the extent of joint decision making that causes success or failure of projects.

3. Methodology

3.1. Research Design, Study Area, Population, and Sample

The current study adopted a quantitative paradigm. While surveys *are* used to collect data from a specific sample, quantitative methods were found more effective for examining leadership styles, traits and profiles. This research also adopted across sectional approach due to the need to capture quantitative data about the relationship between participation and project success (Bryman, 2016). The population for this study contained 120 government construction projects, as identified in the KCCA sample frame, which served as the unit of analysis. 100 construction projects were chosen to form the sample size (Krejcie and Morgan, 1970). The selection of these projects was guided by stratified random sampling with division of Kampala (Central, Makindye, Rubaga, Nakawa, and Kawempe) serving as the basis for stratification. From each selected project, purposive sampling was used to select four (4) participants (project manager, contractor, engineer, and local council chairperson). This resulted in total of 400 respondents, forming the unit of inquiry. These respondents were selected due to their experiences, perceptions, and varying roles played in KCCA project (Kariuki, 2015). A total of 335 out of the 400 distributed questionnaires were found usable representing a response rate of 91%.

3.2. Measurement of Variables

The study variables were measured as follows:

I. Project success was measured by considering time, cost and quality which are the key criteria for measuring project success according to the project management body of knowledge (Magassouba et al., 2019; Pollack et al., 2018; Kariuki, 2018; Shah, 2016).

II. Participative leadership style was assessed using a modified stakeholder involvement questionnaire advanced by Kanungo (1982) and Arnstein (1969). The cited researchers above identified 'consultation', 'delegation', and 'joint decision making' as levels and measures of participative leadership.

3.3. Sources of Measurement Errors

Unchecked biases can cause type I and II measurement errors that inevitably impact study results (Nsereko, 2020). In this study, procedural remedies were used to avoid common method bias. As such a six- point Likert scale was utilized for all variables in the study which made items in the questionnaire simple, avoided "double–barrelled" questions, used different anchors, and adopted measures from previous works as Aybek and Toraman (2022) and Taherdoost (2019).

3.4. Validity and Reliability

Following the creation of the data collecting tool, the Cronbach's coefficient and the content validity index (CVI) were used to conduct validity and reliability analyses for the participation, leadership, and project success elements. In accordance with Oboirien (2019), the research variables were declared reliable as all results for all the constructs were above the threshold of 0.70.

3.5. Data Analysis

The analysis of quantitative data was conducted using the statistical Package for social science (SPSS) 27. Correlation analysis was adopted to examine the relationship between individual participation leadership dimensions and government project success. Thereafter, the linear regression analysis was conducted to find out the contribution of each dimension of participation leadership on success of government construction project to choose which dimension contributes more to project success.

4. Results

4.1. Descriptive Statistics

Out of the 335 respondents, it is shown in Table 1 that male posted a larger percentage of representation (59.1%) than female (40.1%). This suggests that majority of individuals involved in government construction projects under KCCA re males as opposed to women. Results further revealed that majority of project stakeholders are aged between 31 and 45 (54.6%), with relatively few being beyond 75 years old. This suggests that as people get older, the bulk of them stop being active in government construction projects. Moreover, this result implies that majority of government construction projects are dominated by the youth between 31-45 years; this is the age where people are still energetic to execute tasks diligently. In terms

of level of the period spent in government construction projects, majority had spent between 6-10 years (44.8%), implying that most project stakeholders are experienced to run these projects and could also competently share their experience about government project executions. The results also show that majority of government construction project stakeholders possess a diploma certificate (31.0%).

Table 1: Descriptive Characteristics of Respondents

Category		Number	Valid percentage
Gender	Male	198	59.1
	Female	137	40.9
	Total	335	100
Age group	18-30	59	17.6
	31-45	183	54.6
	46-65	70	20.9
	66-74	19	5.7
	75+	4	1.2
	Total	335	100.0
Education qualification	Primary	7	2.1
	O- level	13	3.9
	A- Level	12	3.6
	Certificate	30	9.0
	Diploma	104	31.0
	Bachelors	99	29.6
	Postgraduate	59	17.6
	Degree	10	3.0
	Masters	1	.3
	Others	335	100.0
	Total		
Work experience	1-5 Years	111	33.1
	6-10 Years	150	44.8
	11-15 Years	55	16.4
	Above 15 Years	19	5.7
	Total	335	100.0
Project stakeholder category	Project Manager	28	8.4
	Contractor	51	15.2
	Engineer	40	11.9
	Local council chairperson	196	58.5
	Others	20	6.0
	Total	335	100.0

Source: Primary data (2024)

4.2. Correlation Results

As indicated in Table 2, results reveal that 'consultation' and 'project success' were discovered to be positively and significantly related (r =. 577 p<.01). These results prove that stakeholders' consultation during projects execution gives stakeholders an opportunity to share their experiences and opinions about the projects, thereby generating creative decisions and ideas that enable completion of quality projects on time and within budget. Results further reveal that delegation and project success are positively and significantly related (r= .487 p<.01). These results confirm that delegation provides project leaders time to concentrate on long-term project goals and leave short-term goals to delegated stakeholders. This accords time to leaders to strategically think, generate better ideas and skills on how to effectively utilise project available resources to execute quality projects tasks with fewer defects. Lastly, results indicate that joint decision making and project success are significantly and positively related (r=.563 p<.01). These results attest that when stakeholders and project leaders jointly make project decisions, they are able to embrace these decisions, reducing on stakeholders' project resistance and associated costs towards the project that affect delivery of projects as planned.

4.3. Regression Results

Linear regression results indicated in Table 3, show that the most significant predictor of 'project success' was 'consultation' (β = .333, t= 5.413, P. <.01) followed by 'joint decision making' (β = .274, t= 4.208, Sig. <.01). Results also showed that 'delegation' has the least and insignificant contribution to project success (β = .093, t= 1.520, Sig. <.129). The regression model was statistically significant (p<.01).

Table 2: Pearson Correlations

Variable	1	2	3	4
Consultation (1)	1			
Delegation (2)	.626**	1		
Joint Decision Making (3)	.679**	.678**	1	
Project Success (4)	.577**	.487**	.563**	1

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

5. Discussions

Drawing on the Path goal theory, the study examined whether all the dimensions of participative leadership (consultation, delegation, and joint decision making) matter in the success of government construction projects in Uganda. The study established that 'consultation' has a positive correlation with government project success, thus supporting H1. This implies that when project leaders consult stakeholders during the execution of government projects, creative project ideas and skills are generated, commitment and consensus among stakeholders to pursue a common project goal are built, and costly stakeholders' resistance is avoided, all of which enhance the success of government-funded construction projects. These results are consistent with findings of Magassouba et al. (2019) that found that when stakeholders are consulted early on in the project, project managers can better comprehend and record their objectives and points of view. Consistent with the study's conclusions, Nangoli et al. (2016) affirmed that stakeholder consultation aids project managers to define and realign project objectives in order to better foster stakeholder consensus and commitment to a shared objective. As a result, these stakeholders are less likely to abandon the project, saving project management time and money on hiring and educating new stakeholders who would otherwise depart frequently (Jayasuriya et al., 2020).

The study findings also demonstrated that collaborative decision making has a substantial effect on the success of government construction projects, Supporting H_3). These results are consistent with Andersen, Hansen and Selin (2021) assertion that leaders and stakeholders can better comprehend all project scenarios, tasks, and surroundings prior to making decisions when they involve stakeholders in decision-making at various project stages. Toukola and Ahola, (2022) confirm that this builds teamwork and morale among stakeholders because stakeholders understand what is expected of them and means of achieving them. Furthermore, Ademola et al. (2017) and Mwaisaka (2019) established that joint decision making enables stakeholders accept and embrace project decisions from the onset of the project which makes them work hard to achieve set project goals. Relatedly, Castro-Arce and Vanclay (2020) argue that joint decision making allows stakeholders to generate a variety of ideas from an informed point of view that increases chances of successful project execution and fulfilment of stakeholder needs and priorities.

Regarding H_2, results showed that delegation has the least and insignificant contribution to project success. These results contradict the findings of Oviawe (2015) and Polverari et al. (2024) who states that fruitful delegation increase project time and costs due to the time and resources spent training stakeholders to take up leaders' responsibilities. However, the results are in agreement with Jayed (2014) who established that during delegation stakeholders arrive at wrong decisions that compromise project quality. This is because stakeholders are empowered to make decisions on their own with less supervision (Mwaisaka, 2019). Furthermore, delegating authority to stakeholders who lack project knowledge and skills increases costs and delays on projects (Watt, 2014).Thus, confirming an

Table 3: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.251	.171		7.297	.000
	Consultation	.313	.058	.333	5.413	.000
	Delegation	.093	.061	.093	1.520	.129
	Joint Decision Making	.274	.065	.274	4.208	.000

Source: primary data (2024)

insignificant contribution to government project success.

6. Conclusion, Implication and Research Direction

6.1. Conclusion

This study aimed to test whether all the three dimensions of participative leadership are vital for project success. From the study results it can be concluded, while using participation leadership, it is only stakeholder consultation and joint decision making that are vital in enhancing success of government construction project. As such project managers should always ask stakeholders for suggestions on how to execute project tasks and involve stakeholders in deciding the timeframe for the project to enhance chances of government project success. This will enhance their commitment, motivation to work hard to realise project goals.

6.2. Theoretical and Practical Implications

This study offers both theoretical and practical implications. Theoretically, the study contributes to the body of literature regarding the influence of the dimensions of participative leadership on the success of government construction projects. More so, the study provides maiden evidence on the insignificant influence of delegation on the success of government construction projects which is rare in the literature. Managers of government construction projects should prioritise consultation and joint decision making with stakeholders in order to enhance chances of government construction projects success. Rather than delegating tasks to stakeholders, they should make sure stakeholders are involved in project decisions. This approach will make stakeholders feel valued and motivated to work hard to achieve the goals set for government construction projects. These study results also imply that when project leaders consult and involve stakeholders in making decisions when executing government projects, the success of these projects tend to improve. Therefore, even if project leaders ignore delegation of tasks and responsibilities to stakeholders, quality, timely, and cost effective projects will be realised.

6.3. Limitations and Research Directions

Although this study has made an important contribution, it also presents a number of limitations and opportunities for future research. Firstly, the study examined government construction success in terms of cost, quality and time success. Thus, future studies can examine government construction success by focusing on stakeholder satisfaction. Also, the study did not discover the distinctive contribution of each participation leadership dimension on each of the dimensions of government project success. Therefore, future research could be undertaken to establish the contribution of each participative leadership dimension on each of the dimensions of project success. Lastly, the study embraced a cross sectional method, future studies could use a longitudinal approach to explore what dimension of participation leadership contributes more to project success over a long period of time.

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