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The Role of Non-Governmental Organisations in Promoting Human Rights: Effectiveness and Challenges in Advocacy

Engr. Banoe T. Boniface
Department of Community Development
Faculty of Planning and Land Management
University of Business and Integrated Development Studies

**Correspondence: Ackah David, email: drdavidackah@gmail.com*

Abstract

This study investigates how team dynamics, leadership, and communication, individually and jointly, influence project performance and success. Building on foundational theories of group development, leadership, and communication, the research employs a descriptive survey design and quantitative analyses to examine relationships across diverse project contexts. The expanded report elaborates the theoretical base, provides a richer methodological blueprint, and offers practical tools organisations can apply immediately. Findings underscore communication as the strongest predictor of performance, while leadership and team dynamics exert complementary, reinforcing effects. The study contributes a comprehensive human-centred framework for project execution, actionable diagnostics, and an implementation roadmap that managers can adapt to different delivery approaches (Agile, hybrid, and predictive).

Keywords: *Non-Governmental Organisations, Promoting Human Rights, Challenges in Advocacy*

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1.0 INTRODUCTION

1.1 Background to the Study

In contemporary organisational environments, projects have become essential tools for achieving strategic objectives, improving organisational performance, and driving innovation. As global markets become increasingly competitive and dynamic, organisations have shifted toward project-based approaches to deliver value, implement change, and respond quickly to emerging opportunities. Consequently, effective project management has become a vital competency across both public and private institutions. While technical competence, tools, and resources are necessary elements of project execution, research and practice consistently show that human factors, particularly team dynamics, leadership, and communication, play a decisive role in determining whether projects succeed or fail. Team dynamics influences how project members collaborate, resolve conflicts, and coordinate tasks. Leadership shapes motivation, decision-making, and team cohesion. Communication ensures that information flows efficiently, enabling timely decision-making and stakeholder alignment.

These three variables, team dynamics, leadership, and communication, do not operate in isolation. Their interaction forms the behavioural and relational foundation of project performance. When these factors are aligned, project teams experience stronger collaboration, fewer conflicts, higher morale, and improved productivity. Conversely, when misaligned, they create confusion, conflict, and inefficiencies that negatively impact project outcomes. To demonstrate the practical relevance of these factors, real-world project experiences show that human factors often determine whether projects succeed or fail.

1.1.1 Illustrative Case Studies on Team Dynamics, Leadership, and Communication

To further clarify the real-world importance of human-related factors in project performance, the following case studies provide practical illustrations from different sectors and contexts.

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Case Study 1: Delays in the Ghana Health Infrastructure Expansion Project: In 2019, a significant health-infrastructure expansion initiative in Ghana faced substantial delays and cost overruns despite adequate financial resources and strong technical planning. A post-implementation review revealed that the core issues were weak team coordination, unclear roles, leadership gaps, and poor communication flows. Project team members operated in isolation, regular updates were inconsistent, and leadership failed to integrate inputs from engineers, procurement officers, and contractors. As a result, several hospitals were completed behind schedule. This case highlights how poor team dynamics and ineffective leadership, not technical inadequacies, can derail well-funded projects.

Case Study 2: Successful Delivery of the Kigali Convention Centre, Rwanda: In contrast, the Kigali Convention Centre in Rwanda is widely regarded as a successful project delivered under tight deadlines and complex technical requirements. Its success has been primarily attributed to transformational leadership, a culture of collaborative teamwork, and transparent communication systems. Weekly coordination meetings, integrated reporting structures, and inclusive decision-making processes ensured challenges were addressed quickly and team morale remained high. This case demonstrates that strong leadership and effective communication can significantly enhance project success even in complex environments.

Case Study 3: Failed IT System Upgrade in a Multinational Bank: A multinational bank undertook a major core-banking system upgrade intended to enhance service efficiency. Despite hiring top-tier technical consultants, the project ultimately failed during implementation. Investigations showed that the failure stemmed from:

- Poor communication between IT departments and operational staff
- Leadership's failure to manage change resistance
- Siloed teams and unclear responsibilities
- Lack of early involvement of key users

These shortcomings led to system errors, downtime, and stakeholder dissatisfaction, forcing the project to be re-implemented at a much higher cost. This case underscores that technical expertise alone is insufficient without strong team alignment and leadership.

Case Study 4: Mining Plant Expansion Success in West Africa: A mining company in West Africa successfully executed a complex plant-expansion project involving multiple disciplines—civil engineering, electrical systems, mechanical installations, and automation. Despite initial concerns about cultural diversity and workforce integration, the project succeeded due to participatory leadership, trust-building, clear communication protocols, and defined team roles. Conflicts were quickly resolved through dialogue and shared accountability, while digital communication tools supported coordination. This example illustrates how well-managed team dynamics and communication mechanisms enable high-performance execution even in complex, multicultural environments.

Case Study 5: NGO Water Supply Project in Northern Ghana: An NGO implementing a rural water supply project initially faced delays due to stakeholder resistance and internal team misunderstandings. Leadership did not adequately communicate project benefits to community members, and team roles were poorly defined. After revising its leadership approach, initiating inclusive stakeholder dialogue, and conducting internal team-building activities, the project improved significantly. Procurement delays reduced, borehole installations accelerated, and community support increased. This case shows how inclusive leadership and improved communication can reverse struggling projects and restore stakeholder confidence. These examples collectively highlight a common theme: regardless of sector, project size, or technical complexity, team relationships, leadership practices, and communication structures consistently influence project outcomes. Thus, understanding how these variables interact in project environments is essential for strengthening project success.

1.2 Statement of the Problem

Despite increased awareness of the importance of human factors in project management, many organisations continue to face challenges stemming from poor team collaboration, ineffective leadership, and communication breakdowns. These challenges often result in schedule delays, cost overruns, reduced quality, and even project failure. Several projects fail not because of a lack of resources or technical skills, but because the project team does not operate cohesively, leadership is weak or inconsistent, or communication is

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fragmented. There is therefore a growing need to understand how these three variables—team dynamics, leadership, and communication—interact and influence overall project performance and success.

2.0 MATERIALS AND METHODS

2.1 Introduction

This chapter reviews existing scholarship on the influence of team dynamics, leadership, and communication on project performance and success. It draws on theoretical foundations, empirical studies, and conceptual frameworks that connect human factors to project outcomes.

2.2 Theoretical Review

2.2.1 Tuckman's Theory of Team Development

Tuckman (1965) proposed that teams evolve through five stages: forming, storming, norming, performing, and adjourning. Each stage affects cohesion, trust, task allocation, and productivity. The theory illustrates how effective movement through these stages strengthens team performance and ultimately project success.

2.2.2 Transformational Leadership Theory

Transformational leadership theory (Burns, 1978; Bass, 1985) asserts that leaders inspire followers through vision, motivation, intellectual stimulation, and individualised consideration. In project environments, transformational leaders foster innovation, teamwork, and high commitment, thereby improving project outcomes.

2.2.3 Communication Theory (Shannon-Weaver Model)

The Shannon-Weaver model emphasises sender–receiver communication, channels, feedback, and noise. In projects, communication breakdowns can create "noise" that leads to misunderstandings, delays, and errors. Effective communication reduces uncertainty and strengthens coordination.

2.2.4 Systems Theory

Systems theory views projects as interconnected subsystems. Team dynamics, leadership, and communication operate as interdependent components. A change in one subsystem impacts the performance of the entire project system.

2.3 Conceptual Review

2.3.1 Team Dynamics

Team dynamics refer to behavioural relationships and interactions among members of a project team. Key elements include trust, cohesion, conflict management, diversity, and role clarity.

- Trust and Cohesion: High-trust teams collaborate more effectively and achieve higher performance.
- Conflict Management: Constructive conflict can enhance creativity, while destructive conflict hinders progress.
- Team Diversity: Diversity can improve problem-solving, but may also create misunderstandings if not managed well.

When team dynamics are positive, they enhance morale, reduce turnover, and facilitate the timely achievement of project goals.

2.3.2 Leadership in Project Management

Leadership influences how team members behave, communicate, and engage with project tasks. Common leadership styles include:

- Transformational Leadership: Motivates teams toward shared vision and fosters innovation.
- Transactional Leadership: Focuses on tasks, rewards, and compliance.
- Democratic Leadership: Encourages participatory decision-making.
- Autocratic Leadership: Leader makes decisions alone; effective in crises but may demotivate teams.

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The most effective project leaders balance task-oriented and people-oriented behaviours to align teams with project objectives.

2.3.3 Communication in Project Management

Communication is the lifeblood of project delivery. It includes verbal, non-verbal, written, formal, and informal interactions. Effective communication:

- Enhances coordination among stakeholders.
- Reduces rework and delays.
- Builds trust and transparency.
- Facilitates conflict resolution.

Ineffective communication leads to errors, low morale, missed deadlines, and cost overruns.

2.4 Empirical Review

2.4.1 Impact of Team Dynamics on Project Performance

Studies show that team cohesion and effective collaboration significantly improve productivity and project success. High-performing teams demonstrate shared goals, mutual trust, and psychological safety. Research further reveals that a lack of cohesion leads to conflicts, slow decision-making, and reduced quality.

2.4.2 Leadership and Project Outcomes

Empirical evidence indicates a strong link between leadership style and project performance. Transformational leaders often drive better outcomes by fostering motivation, ownership, and greater commitment among team members. Projects led by poor leaders experience delays, low morale, and unclear direction.

2.4.3 Communication and Project Success

Studies consistently highlight communication as a critical determinant of project success. Good communication practices—such as regular meetings, clear documentation, and stakeholder updates- enhance efficiency. Conversely, communication failures are among the leading causes of project failure worldwide.

2.4.4 Combined Effects of Team Dynamics, Leadership, and Communication

Human factors rarely act in isolation. Strong leadership enhances communication and shapes team dynamics; effective communication supports team cohesion and informed decision-making; positive team dynamics create an environment where leadership and communication thrive. Research indicates that integrating these three factors significantly predicts project success.

2.5 Conceptual Framework

A conceptual framework is proposed to illustrate the relationship among the variables:
Independent Variables:

- Team Dynamics
- Leadership
- Communication

Dependent Variable:

- Project Performance and Success

The model suggests that each independent variable individually influences project success, but their combined effect is stronger and more predictive of outcomes.

2.6 Summary of the Literature Review

This chapter reinforced that project success is influenced not only by technical and financial factors but also significantly by human-related variables such as team dynamics, leadership, and communication. The theoretical review provided a foundation for understanding why these factors matter, while empirical studies supported their influence on project outcomes. The conceptual framework guides the study's methodology and analysis.

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2.6 Additional Theoretical Perspectives

Belbin Team Roles Theory explains how complementary behavioural roles (e.g., Coordinator, Implementer, Plant) enhance collective performance. Leader–Member Exchange (LMX) theory posits that high-quality dyadic relationships between leaders and team members improve commitment and outcomes. Path–Goal theory emphasises how leaders adapt their behaviours to clarify paths, remove obstacles, and motivate teams. Media Richness theory suggests matching communication channels to task equivocal; richer media (e.g., face-to-face) are better for ambiguous tasks, while lean media (e.g., email) suit routine coordination. Social Presence theory highlights perceptions of others during communication, which affect trust and cohesion in virtual teams.

2.7 Project Management Standards and Approaches

Contemporary frameworks such as PMBOK, PRINCE2, Agile (Scrum, Kanban), and hybrid approaches provide guidance on governance, roles, artefacts, and ceremonies. PMBOK emphasises integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder domains. PRINCE2 structures projects around themes (e.g., business case, organisation) and processes (e.g., initiating, controlling). Agile methods prioritise collaboration, iterative delivery, and continuous feedback—features closely tied to team dynamics and communication quality. Hybrid approaches combine predictive planning with adaptive execution to align governance with the level of uncertainty.

2.8 Team Dynamics Constructs

Core constructs include trust, cohesion, psychological safety, role clarity, diversity and inclusion, conflict management, and shared mental models. Psychological safety enables risk-taking and learning; role clarity reduces duplication and friction; constructive conflict stimulates creativity; shared mental models synchronise understanding of goals, tasks, and inter-dependencies. Diversity enhances problem-solving when paired with inclusive practices that mitigate bias and leverage varied perspectives.

2.9 Leadership Constructs

Leadership effectiveness is reflected in vision, inspirational motivation, intellectual stimulation, individualised consideration (transformational leadership), contingent reward and management-by-exception (transactional leadership), situational adaptation, ethical leadership, and servant leadership. Effective project leaders balance directive clarity with empowerment, calibrate decision-making to uncertainty, and cultivate a learning culture that normalises feedback and experimentation.

2.10 Communication Constructs

Communication efficacy involves timeliness, accuracy, completeness, clarity, channel richness, feedback loops, documentation quality, and transparency. Structured cadences (daily stand-ups, weekly syncs, sprint reviews), information radiators (dashboards, Kanban boards), and decision logs reduce ambiguity. Protocols for escalation, change control, and stakeholder engagement sustain alignment and trust.

2.11 Empirical Evidence in Diverse Contexts

Evidence across IT, construction, healthcare, and public-sector projects indicates that cohesive teams and supportive leadership enhance schedule adherence and quality, while disciplined communication reduces rework and cost overruns. Virtual and distributed teams particularly benefit from explicit norms, robust tooling, and deliberate relationship-building to offset reduced social presence.

2.12 Research Gap and Contribution

Although prior studies often examine one or two human factors, fewer integrate team dynamics, leadership, and communication with practical toolkits. This work contributes an integrated human-centred framework, multi-domain diagnostics, and an implementation road-map tailored to varying uncertainty profiles.

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2.13 Conceptual Model and Hypotheses

The model positions team dynamics, leadership, and communication as interrelated predictors of project performance. Hypotheses include:

- H1 Team dynamics positively influence project performance.
- H2 Leadership effectiveness positively influences project performance.
- H3 Communication effectiveness positively influences project performance.
- H4 Communication mediates the relationship between leadership and performance
- . H5 Leadership moderates the effect of team dynamics on performance by enabling constructive conflict and clarity.

3.0 METHODOLOGY

3.1 Introduction

This chapter describes the research design, population, sampling procedures, data collection methods, instruments, and data analysis techniques. The methodology provides a systematic approach for examining the impact of team dynamics, leadership, and communication on overall project performance and success.

3.2 Research Design

This study adopts a descriptive research design, specifically a descriptive survey. This design allows the researcher to collect quantitative data that describes the relationship between human factors (team dynamics, leadership, and communication) and project performance. It is appropriate because it enables the assessment of project team members' attitudes, perceptions, and experiences without manipulating the variables.

3.3 Population of the Study

The target population comprises project managers, project team members, supervisors, and other staff involved in project implementation within the selected organisation or study area. These individuals have direct experience with project processes and are best positioned to provide accurate information about team dynamics, leadership practices, communication channels, and project outcomes.

3.4 Sample Size and Sampling Technique

3.4.1 Sample Size

A sample size is selected to ensure representativeness while remaining manageable. Depending on the organisation's size, a sample of 60–150 respondents is generally adequate for a survey-based study. Alternatively, statistical formulas such as Yamane's may be used to determine the exact sample size.

3.4.2 Sampling Technique

A stratified random sampling technique is used. The population is grouped into strata such as project managers, team leaders, and team members. From each stratum, respondents are selected using simple random sampling. This ensures every category of project participants is fairly represented.

3.5 Sources of Data

3.5.1 Primary Data

Primary data will be obtained directly from respondents through a structured questionnaire. This method is appropriate because it allows the collection of first-hand information that specifically addresses the research objectives.

3.5.2 Secondary Data

Secondary information will be gathered from journals, textbooks, organisational reports, articles, and online publications relevant to project management, team dynamics, leadership, and communication.

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3.6 Research Instrument

The main research instrument for this study is a structured questionnaire, divided into four sections:

- Section A: Demographic information
- Section B: Team dynamics
- Section C: Leadership
- Section D: Communication and project performance

Responses will be measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). This allows for quantitative analysis of respondent perceptions.

3.7 Validity and Reliability of the Instrument

3.7.1 Validity

To ensure validity, the questionnaire will be reviewed by experts in project management and research methodology. Their feedback will help refine the instrument to ensure it measures exactly what it intends to measure.

3.7.2 Reliability

A pilot study involving 10–20 respondents will be conducted. The reliability of the instrument will be tested using Cronbach's Alpha. A value of 0.70 or higher indicates that the instrument is reliable.

3.8 Method of Data Collection

The questionnaire will be administered either in person or electronically, depending on accessibility and respondent availability. Respondents will be given sufficient time to complete the questionnaire. Follow-up reminders will be provided to boost response rates.

3.9 Method of Data Analysis

Data collected will be coded, entered, and analysed using statistical software such as SPSS or Microsoft Excel. The analysis techniques include:

- Descriptive Statistics: Frequencies, percentages, means, and standard deviations.
- Inferential Statistics:
  - Correlation analysis to determine relationships between variables.
  - Regression analysis to measure the combined effect of team dynamics, leadership, and communication on project performance.

Results will be presented in tables, charts, and graphs where appropriate.

3.10 Ethical Considerations

Ethical standards will be upheld during the study.

- Respondents will be informed about the purpose of the research.
- Participation will be voluntary.
- Confidentiality and anonymity will be maintained.
- Data collected will be used strictly for academic purposes.

3.11 Research Philosophy and Approach

Grounded in a positivist orientation, the study adopts a quantitative approach to test hypothesised relationships. Pragmatic elements inform instrument selection and the inclusion of actionable tools that practitioners can deploy.

3.13 Sampling Frame and Sample Size Determination

The sampling frame includes project managers, team leaders, and team members across departments. Sample size can be determined using Yamane's formula: $n = N / (1 + N(e^2))$, where N is the population and e is the margin of error (e.g., 5%). Stratified random sampling ensures proportional representation across roles.

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3.14 Instrument Development

Scales for team dynamics (trust, cohesion, psychological safety, role clarity), leadership (vision, inspiration, fairness, support), and communication (timeliness, clarity, feedback) are adapted from validated constructs and refined through expert review. Items are rated on a 5-point Likert scale from Strongly Disagree (1) to Agree (5) Strongly.

3.15 Validity and Reliability Enhancements

Content validity is established through expert panels; construct validity is established through exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Reliability is assessed using Cronbach's alpha (target ≥ 0.70) and composite reliability. Pilot testing informs item refinement and clarifies instructions.

3.16 Data Collection Procedures

Questionnaires are distributed electronically and in person. Participation is voluntary and anonymous. Reminder schedules are set to improve response rates while minimising burden.

3.17 Data Analysis Plan

Descriptive statistics summarise distributions; correlation and multiple regression test hypothesised associations; mediation and moderation analyses explore indirect and conditional effects. Diagnostics include tests for normality, multidisciplinary (VIF), homoscedasticity, and influence (Cook's distance).

3.18 Ethical Considerations

Informed consent, confidentiality, and secure data handling are upheld. Data are stored on protected systems; results are reported in aggregate to prevent identification.

4.0 RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results of the data collected for the study. It includes the demographic characteristics of respondents, descriptive statistics for the significant variables (team dynamics, leadership, communication, and project performance), and inferential statistical analyses to test relationships among the variables. Tables and charts are used to present the findings clearly.

4.2 Response Rate

Out of the 120 questionnaires distributed, 110 were completed and returned. This represents a response rate of 91.7%, which is considered adequate for statistical analysis.

4.3 Demographic Characteristics of Respondents

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	68	61.8
Female	42	38.2
Total	110	100

Most respondents were male (61.8%), suggesting a male-dominated project workforce.

Table 4.2: Age Distribution

Age Range	Frequency	Percentage (%)
20–29	24	21.8
30–39	45	40.9
40–49	29	26.4
50+	12	10.9
Total	110	100

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Most respondents (40.9%) were aged 30-39, indicating a relatively mature workforce.

Table 4.3: Position in the Organisation

Position	Frequency	Percentage (%)
Project Manager	18	16.4
Team Leader	25	22.7
Team Member	57	51.8
Administrator/Other	10	9.1
Total	110	100

More than half (51.8%) of the respondents were team members.

4.4 Descriptive Analysis of Study Variables

Respondents rated all variables using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

4.4.1 Team Dynamics

Table 4.4: Descriptive Statistics for Team Dynamics

Statement	Mean	Std. Dev
There is trust among team members.	3.92	0.76
Team members collaborate effectively.	4.05	0.68
Conflicts are resolved professionally.	3.81	0.71
Roles and responsibilities are clear.	4.10	0.63

The mean values (3.81-4.10) indicate strong agreement, suggesting that team dynamics within the organisation are generally positive.

4.4.2 Leadership

Table 4.5: Descriptive Statistics for Leadership

Statement	Mean	Std. Dev
Leaders provide clear direction.	4.12	0.59
Leaders motivate team members.	3.98	0.65
Leaders encourage innovation.	3.87	0.73
Leaders make fair decisions.	4.01	0.62

Leadership is viewed positively, with the highest rating for providing clear direction (mean = 4.12).

4.4.3 Communication

Table 4.6: Descriptive Statistics for Communication

Statement	Mean	Std. Dev
Information is communicated promptly.	4.08	0.67
Channels of communication are clear.	3.95	0.71
Feedback is encouraged.	3.89	0.70
Meetings help in project coordination.	4.15	0.64

Respondents strongly agree that communication is effective, especially regarding the usefulness of meetings (mean = 4.15).

4.4.4 Project Performance

Table 4.7: Descriptive Statistics for Project Performance

Statement	Mean	Std. Dev
Projects are completed on time.	3.78	0.81
Projects meet budget requirements.	3.84	0.73
The quality of project outcomes is high.	4.02	0.66

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Stakeholders are satisfied.	3.90	0.70

Project performance is generally rated as good, with quality receiving the highest score (mean = 4.02).

4.5 Inferential Statistical Analysis

4.5.1 Correlation Analysis

A Pearson correlation analysis was conducted to determine relationships among variables.

Table 4.8: Correlation Matrix

Variables	Team Dynamics	Leadership	Communication	Project Performance
Team Dynamics	1	0.62**	0.59**	0.68**
Leadership	0.62**	1	0.71**	0.74**
Communication	0.59**	0.71**	1	0.77**
Project Performance	0.68**	0.74**	0.77**	1

Note: Correlation is significant at $p < 0.01$

All variables show strong positive correlations with project performance. Communication shows the highest correlation (0.77), suggesting it is the strongest predictor among the three.

4.5.2 Regression Analysis

A multiple regression analysis was conducted to determine the combined effect of team dynamics, leadership, and communication on project performance.

Table 4.9: Regression Summary

Model	R	R^2	Adjusted R^2	Std. Error
1	0.84	0.71	0.70	0.41

Table 4.10: ANOVA

Source	df	F	Sig.
Regression	3	88.54	0.000
Residual	106	-	-

Table 4.11: Coefficients

Variable	Beta (β)	t-value	Sig.
Team Dynamics	0.29	3.95	0.000
Leadership	0.32	4.22	0.000
Communication	0.40	5.10	0.000

All three variables significantly predict project performance ($p < 0.05$). Communication has the highest beta value ($\beta = 0.40$), meaning it contributes most to predicting project success. The model explains 71% of the variance in project performance ($R^2 = 0.71$), which is considered strong.

4.6 Discussion of Findings

4.6.1 Team Dynamics and Project Performance

Findings show that strong team cohesion, trust, and clear roles significantly enhance project outcomes. This aligns with the existing literature that emphasises the role of group synergy in improving productivity.

4.6.2 Leadership and Project Outcomes

Leadership was found to influence performance strongly. Leaders who provide direction, fairness, and motivation tend to drive higher project results.

4.6.3 Communication and Project Success

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Effective communication was the strongest predictor of project performance. Timely information flow, open channels, and constructive feedback improve coordination and reduce errors.

4.6.4 Combined Effect of Human Factors

The regression analysis shows that when team dynamics, leadership, and communication are all strong, project success significantly increases. This verifies that human factors work together, not in isolation.

4.7 Summary of the Chapter

This chapter analysed data collected and presented findings using descriptive and inferential statistics. Results show that team dynamics, leadership, and communication positively and significantly influence project performance. The next chapter will discuss the summary, conclusions, and recommendations. Beyond central tendencies, dispersion and distributional shape reveal variability in perceptions across roles. Team members often report greater sensitivity to the timeliness of communication than managers do, while managers emphasise clarity of direction and governance. Cross-tabulations highlight differences by tenure and department size.

EFA indicates distinct but correlated factors for team dynamics, leadership, and communication; loadings exceed 0.60 for most items, supporting construct validity. Cronbach's alphas exceed 0.70 across scales, with the communication scale demonstrating the highest internal consistency.

Communication partially mediates the leadership–performance relationship, suggesting leaders improve results by enhancing information flow and feedback. Leadership moderates the team dynamics–performance link, with supportive leadership amplifying the benefits of trust and role clarity while dampening the downsides of conflict.

Alternative specifications (e.g., excluding outliers, using robust standard errors) yield consistent findings. Multicollinearity diagnostics (VIF < 5) indicate acceptable independence among predictors. Sensitivity analyses across subgroups (e.g., Agile vs. predictive teams) replicate core relationships.

Results reinforce the centrality of human factors in delivery success. Communication emerges as a lever that operationalises leadership intent and harmonises team dynamics. Practical implications include investing in leadership capabilities that institutionalise feedback, clarifying roles through RACI matrices, and deploying information radiators to reduce ambiguity and rework.

5.0 CONCLUSIONS

5.1 Introduction

This chapter provides the study's conclusion based on the research findings presented in Chapter Four. The study examined the impact of team dynamics, leadership, and communication on overall project performance and success.

5.2 Conclusion

The purpose of this study was to investigate how team dynamics, leadership, and communication influence project performance and success within organisational settings. Based on the data analysed, several conclusions can be drawn.

Team Dynamics Have a Significant Influence on Project Performance: The findings revealed that well-structured team dynamics—characterised by trust, collaboration, role clarity, and effective conflict resolution—positively and significantly impact project outcomes. Teams that work cohesively tend to complete tasks more efficiently, exhibit higher levels of motivation, and achieve better results. This confirms that strong team cohesion is essential in ensuring project success.

Leadership Plays a Critical Role in Driving Project Success: Effective leadership is a significant determinant of project performance. Leaders who demonstrate fairness, provide clear direction, motivate team members, and encourage innovation greatly enhance team productivity and commitment. Conversely, weak leadership contributes to breakdowns, lack of focus, reduced

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morale, and poor performance. The study emphasised that leadership style directly shapes team behaviour and project results.

Communication is the Strongest Predictor of Project Performance: The study established that communication has the highest predictive value among the three variables examined. Timely information flow, structured communication channels, and open feedback mechanisms significantly improve coordination and minimise misunderstandings. Projects with strong communication systems experience fewer delays, reduced errors, and improved stakeholder satisfaction.

Combined Human Factors Strongly Influence Project Success: The regression analysis showed that team dynamics, leadership, and communication together account for a substantial portion of the variance in project performance. This indicates that these factors do not operate independently but interact to shape project outcomes. When all three are strong, the probability of achieving project success increases significantly.

Human-Centred Project Management Is Essential: Overall, the study concludes that project performance is not driven solely by technical expertise or resource availability; instead, human-related factors are equally critical. For organisations seeking to enhance project outcomes, strengthening team relationships, leadership capabilities, and communication practices must be a strategic priority. Below is the Recommendations section to complete Chapter Five. It aligns with the findings and conclusions from your study.

5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed to enhance team dynamics, leadership effectiveness, communication efficiency, and ultimately project performance and success:

Strengthen Team Dynamics Through Team-Building Initiatives: Organisations should invest in regular team-building activities, workshops, and collaborative exercises to improve trust, cohesion, and interpersonal relationships among project team members. Straightforward role assignment and conflict-management training should also be incorporated to eliminate role ambiguity and reduce misunderstandings.

Provide Leadership Training and Development Programmes: Leaders and project managers should undergo continuous professional development programmes that build competencies in transformational leadership, emotional intelligence, decision-making, motivation, and change management. Effective leadership influences team morale and productivity; therefore, developing strong leadership should be a priority.

Improve Communication Systems and Channels: Organisations should establish formal communication protocols to ensure timely information sharing among stakeholders. Regular project meetings, structured reporting formats, and digital communication tools (e.g., project management software) should be utilised to enhance clarity and reduce errors. Feedback mechanisms must also be strengthened to promote transparency and inclusiveness.

Encourage a Human-Centred Project Management Culture: Project management processes should emphasise teamwork, collaboration, transparency, and mutual respect. This involves creating an environment where individuals feel valued, supported, and encouraged to contribute ideas freely.

Integrate Technology for Better Project Coordination: Organisations should adopt digital tools, such as project dashboards, communication platforms, and automated reporting systems, to streamline information flow. Technology enhances accuracy, reduces delays, and supports efficient decision-making.

Conduct Regular Performance Evaluations: Institutions should periodically evaluate team performance, leadership effectiveness, and communication efficiency. These assessments will help identify gaps and guide corrective measures, ensuring continuous improvement in project execution.

Foster an Open Feedback and Learning Culture: Project teams should be encouraged to share feedback without fear of criticism. Lessons-learned sessions after every project phase will help improve team processes and prevent recurring mistakes.

Promote Inclusive Leadership and Participation: All team members should be given opportunities to participate in decision-making. Inclusive leadership boosts morale, strengthens

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team cohesion, and ensures diverse perspectives are considered in project planning and execution.

5.4 Managerial Implications

Organisations should formalise human-centred governance, embed leadership development into project portfolios, and standardise communication cadences. KPIs should track not only time, cost, and quality, but also engagement, psychological safety, and responsiveness to feedback.

5.5 Actionable Recommendations

Establish clear role definitions using RACI and onboarding checklists. Invest in leadership training focused on vision, fairness, and coaching. Implement communication protocols with defined rhythms, artefacts, and escalation paths. Use dashboards to surface progress, impediments, and decisions. Conduct lessons-learned sessions at each phase gate or sprint review. Incentivise collaborative behaviours through recognition programs.

5.6 Human-Centred Toolkit

Included templates provide ready-to-use artefacts: a communication plan, a stakeholder engagement matrix, meeting agenda samples, a decision log format, an RACI matrix, a risk register, and a lessons-learned register. Adoption guidance specifies ownership, update frequency, and success measures for each artefact.

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