



**EMOTIONAL INTELLIGENCE, TRANSFORMATIONAL LEADERSHIP AND
IMPLEMENTATION OF NUSAF PROJECTS IN PALLISA DISTRICT LOCAL
GOVERNMENT**

BY

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PLAN A

DECLARATION

I the undersigned, declare that this dissertation is my original work, and has never been submitted to any institution for any academic award. No part of this work can be duplicated without permission from the author and/or Busitema University.

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SUPERVISOR’S APPROVAL

This research dissertation titled the “*Emotional Intelligence, Transformational leadership and Project Implementation*” is submitted with our authorisation as University supervisors.

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DEDICATION

I dedicate this research work to my children, for the continuous spiritual, moral and financial support that was extended to me during the period of my research work.

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LIST OF ACRONYMS

AIPM	Australian Institute of Project Management
CDI	Community Development Initiative
CDP	Community Development Projects
CVI	Content Validity Index
EI	Emotional Intelligence
FRI	Full Range Leadership Model
IGG	Inspectorate of Government
IPMA	International Project Management Association
KPMG	Klynveld Peat Marwick Goerdeler
LLCI	Lower Limit Confidence Interval
NDP	National Development Plan
NUSAF	Northern Uganda Social Action Fund
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
PMI	Project Management Institute
RCT	Relational Competence Theory
ULCI	Upper Limit Confidence Interval

ABSTRACT

The purpose of this study was to examine the relationship between emotional intelligence, transformational leadership and project implementation using empirical evidence from NUSAF projects in Pallisa District Local Government. The study was guided by four specific objectives namely; to examine the relationship between emotional intelligence and project implementation, to determine the influence of emotional intelligence and transformational leadership, to establish the relationship between transformational leadership and project implementation, and to determine the mediating effect of transformational leadership on emotional intelligence and project implementation. The study was grounded on relational competence theory. The study targeted 130 NUSAF projects, and a sample size of 97 projects were determined using Krejcie and Morgan Table (1970). The sample was derived using simple random sampling. The study adopted a cross sectional research design. A structured questionnaire was used to collect data. Validity and reliability were checked using expert judgment and Cronbach's Alpha Coefficient and all items that scored a CVI and Cronbach's alpha Coefficient above 0.5 were retained for subsequent analysis. The collected data were analysed using descriptive statistics, correlation and regression analysis. The results revealed that emotional intelligence significantly influences project implementation. The study findings further revealed that emotional intelligence influences transformational leadership. However, the findings indicated no significant relationship between transformational leadership and project implementation. The study findings also revealed no mediating effect of transformational leadership on the relationship between emotional intelligence and project implementation. The study concluded that although emotional intelligence improves project implementation and transformational leadership, transformational leadership does not affect project implementation, nor does it mediate emotional intelligence and project implementation. The study therefore recommends that transformational leadership should be integrated with other project leadership styles to improve project implementation and perhaps to be able to mediate or moderate emotional intelligence and project implementation. The study suggests that future academician should conduct another study on the mediating role of transformational leadership on emotional intelligence and project implementation using either NUSAF projects or other projects in different study context to determine if the results of this study holds.

CHAPTER ONE

1.0 Introduction

This section consists of the Study background, Problem statement, Purpose of the study, Research objectives, hypotheses, Scope, Justification, significance, and conceptual framework.

1.1 Background to the Study

Project implementation is one of the vital phases in the project management process that determines the success or failure of any development intervention (Hussein, 2018). For instance, effective implementation of community development projects allows local communities to plan together, create solutions and take collective action towards developing their social, economic and environmental aspects of their communities such that the implemented projects can transform the existing adverse contextual challenges by responding to needs of the intended beneficiaries (Udensi, et al, 2013; Mujabi *et al.*, 2015; Mwelu *et al.*, 2019). Project implementation is a concept which signifies a process of transforming project ideas into reality or tangible out comes (MacLean *et al.*, 2012). This implies that for project organizations to realise their intended project objectives, project implementation should be accorded maximum attention (Hussein, 2018).

However, in the global domain, project implementation is not given considerable attention (Nwankwo & Apeh, 2008), a practice leading to the failure of most community development projects (Project Management Institute (PMI, 2018). For example, in Australia, a collaborative global survey by KPMG, AIPM and IPMA (2019) indicated that over (70%) of the total implemented development projects report time overruns; (64%) encounter budget overruns; (56%)

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