

Evaluation Of Leadership Behaviours Exhibited By Project Managers On Building Construction Projects In The Federal Capital Territory, Abuja. Nigeria.

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Abstract- Effective leadership behaviour is critical for the successful delivery of building construction projects, particularly in complex and stakeholder-intensive environments such as the Federal Capital Territory, Abuja. This study evaluates the leadership behaviours demonstrated by project managers on building construction projects in Abuja, aiming to determine the prevalence of negative leadership traits in project practice. A quantitative research design was employed, utilizing structured questionnaires distributed to built environment professionals. Descriptive statistics, including frequency, percentage, mean score, and standard deviation, were used for data analysis. The study achieved a response rate of 84%, with 185 valid responses analyzed. The results indicate that the most prominent negative leadership behaviour was insensitivity to team members' behaviour (Mean = 3.2083), followed by poor communication behaviour (Mean = 2.8375) and assuming little or no responsibility (Mean = 2.5875), all rated at a neutral level. Other behaviours, such as inadequate planning and organizing (Mean = 2.4042), highly autocratic behaviour (Mean = 2.4000), overdependence (Mean = 2.3750), inability to select competent personnel (Mean = 2.3208), high reliance on subordinates (Mean = 2.1583), and nonchalant attitude (Mean = 2.1292), were rated lower and considered less prevalent. The average total mean score of 2.4912 suggests general disagreement that these negative leadership behaviours are commonly exhibited by project managers, indicating that project managers in the study area generally display acceptable and positive leadership practices. The study recommends ongoing leadership development through training in communication, emotional intelligence, interpersonal relations, and team management, as well as the promotion of participative leadership styles, enhanced accountability systems, and mentorship for emerging project managers. Strengthening leadership capacity among project managers is identified as essential for improving team coordination, stakeholder satisfaction, and project delivery performance in Nigeria's construction industry.

Keywords: Leadership Behaviour, Project Managers, Building Construction Projects, Project Delivery, Abuja, Construction Industry.

I. INTRODUCTION

Building construction projects significantly shape residential, occupational, and commercial environments. Their successful delivery depends not only on financial resources, materials, and technical expertise, but also on the quality of leadership provided by the project manager (DuBois et al., 2015). The project manager assumes a strategic role in

coordinating personnel, processes, schedules, costs, quality standards, communication, and diverse stakeholder expectations. Construction projects are inherently complex, involving multiple parties such as clients, consultants, contractors, subcontractors, suppliers, regulators, and communities, each with distinct interests (Jarkas, 2017). This complexity

intensifies in urban centres such as Abuja, where high project demands, land constraints, strict deadlines, regulatory requirements, and environmental considerations present additional challenges.

Within this demanding context, project managers must extend beyond administrative and technical responsibilities to provide effective team leadership, manage relationships, resolve conflicts, motivate personnel, make decisions under pressure, and align stakeholder interests (Meng & Boyd, 2017). The specific actions, attitudes, and interpersonal strategies employed to direct and influence others are critical determinants of project performance. Leadership behaviours in construction encompass participative decision-making, task orientation, employee support, open communication, delegation, motivation, innovation, and conflict management (Nguyen, 2025). Different leadership behaviours are appropriate for different situations. Directive styles may be effective for ensuring urgent compliance, whereas participative or transformational approaches are more conducive to fostering collaboration and creativity (Singh, 2024). In the building construction sector, project failures such as delays, cost overruns, poor workmanship, safety incidents, low morale, and stakeholder dissatisfaction are increasingly attributed to leadership deficiencies rather than solely technical shortcomings (Górecki et al., 2022). Technical competence alone does not guarantee success if project managers lack effective leadership in addressing human and organizational challenges.

The Federal Capital Territory, Abuja, provides a particularly relevant context due to its rapid and sustained physical development. Fueled by public investments, private real estate initiatives, institutional projects, and population growth, Abuja accommodates numerous major building projects, including residential estates, commercial complexes, government buildings, educational institutions, and healthcare facilities. Project managers in this setting face intense pressure from strict schedules, complex regulations, diverse labour forces, political scrutiny, and elevated client expectations (Abdulraheem et al., 2025). In such an environment, leadership behaviour

plays a pivotal role in project coordination, team effectiveness, and delivery outcomes.

This study is motivated by the increasing recognition that construction project success relies significantly on soft skills such as communication, trust-building, collaboration, adaptability, and team motivation, in addition to technical competence. The research aims to examine the dominant leadership behaviours exhibited by project managers on building construction projects in Abuja, evaluate how these behaviours correspond with effective project delivery, and explore their practical implications. By identifying prevalent leadership styles and assessing their impact, the study seeks to provide locally relevant insights to assist project managers, construction firms, clients, policymakers, and professional bodies in enhancing leadership capacity and overall project performance within Nigeria's dynamic construction sector.

II. LITERATURE REVIEW

2.1 Introduction to Leadership Behaviours Exhibited by Project Managers

Effective leadership is a key determinant of project management success, especially within the construction industry, where complexity and uncertainty are common (Rehan et al., 2024). In building construction projects in the Federal Capital Territory (FCT) of Abuja, Nigeria, project managers play a crucial role in addressing challenges such as resource allocation, stakeholder engagement, and regulatory compliance (Ojo et al., 2015). The rapid growth of Abuja's construction sector, fueled by urbanization and infrastructural development, underscores the need for a comprehensive understanding of the leadership behaviours demonstrated by project managers (Adams, 2024).

Leadership behaviours include a range of styles and approaches that significantly influence project outcomes (Zhu et al., 2018). Transformational leadership, defined by the capacity to inspire and motivate teams, is especially pertinent in construction, where collaboration and innovation are critical (Tabassi et al., 2017). In contrast, transactional leadership emphasizes structured tasks and performance metrics, supporting project compliance

and efficiency (Ansari et al., 2024). The situational leadership model posits that effective leaders adjust their style according to the context and the specific needs of their teams (Mardikaningsih & Darmawan, 2022).

Research has demonstrated that leadership behaviours significantly affect project success metrics, including time, cost, and quality (Rehan et al., 2025). In Abuja, where construction projects frequently involve multiple stakeholders with divergent interests, effective leadership by project managers can enhance stakeholder satisfaction and improve project delivery outcomes (Alayande & Ola-Awo, 2021). Despite extensive research on leadership in construction, a notable gap persists regarding the specific challenges and leadership dynamics within the FCT. This literature review evaluates existing research on the leadership behaviours of project managers in building construction projects, with particular emphasis on their implications for project success in Abuja.

2.2 Leadership and Leadership Behaviour

Leadership is generally understood as the process by which an individual influence other toward achieving shared goals (Thakur et al., 2019). In construction project, leadership is particularly important because formal authority alone is often insufficient to secure cooperation among professionals and project participants (Rehan, 2024). Project managers must therefore rely on behaviour, communication, and relationship management to obtain commitment and maintain performance.

Leadership behaviour refers to the observable actions and attitudes of a leader in relation to followers and tasks (Aithal & Aithal, 2019). A widely recognized behavioural view classifies leader behaviour into two broad orientations: consideration and initiation of structure. Consideration relates to attention to people, trust, support, and positive group climate, while initiation of structure relates to organizing work, directing activities, assigning duties, and ensuring task accomplishment (Tremblay et al., 2018). This distinction remains useful because many leadership styles in project environments can be understood as combinations of people- and task-oriented approaches.

In the construction sector, behavioural leadership studies indicate that people-oriented and relationship-based practices are highly valued in successful projects (Rehan et al., 2024). Recent systematic literature reviews emphasize that interpersonal, managerial, and emotional practices are prioritized over narrowly task-oriented and intellectual approaches, highlighting the importance of communication, collaboration, and relationship building in construction project leadership.

2.2.1 Types of Leadership Behaviour Relevant to Construction Project Management

The literature identifies several leadership behaviours prevalent in project environments, including autocratic, democratic or participative, task-oriented, relationship-oriented, transformational, transactional, and laissez-faire behaviours. Although these categories differ, each represents a distinct approach to decision-making, team interaction, motivation, and work control by project managers.

Autocratic leadership behaviour is characterized by centralized decision making, close control, and limited subordinate participation (Dyczkowska & Dyczkowski, 2018). This behaviour may help when speed, discipline, or urgent compliance is needed, but excessive reliance on it can reduce team initiative and commitment. Democratic or participative leadership behaviour allows greater involvement of team members in decisions and problem-solving, often improving communication and ownership (Ugoani, 2023). Task-oriented behavior emphasizes planning, direction, structure, targets, and supervision, while relationship-oriented behavior emphasizes trust, support, sensitivity, and team cohesion (Mutohar & Fuadi, 2025).

Project management literature devotes considerable attention to transformational and transactional leadership. Transformational leadership aims to elevate followers beyond immediate self-interest by inspiring vision, encouraging innovative thinking, and fostering commitment, whereas transactional leadership relies on exchanges, monitoring, and performance-based reinforcement (Wuryaningrat et al., 2024). Recent meta-analyses indicate that transformational leadership generally exerts a stronger

influence on project success than transactional leadership, though the magnitude of these effects varies by project size and type.

2.2.2 Leadership Behaviour and Project Success

The concept of project success has moved beyond the traditional iron triangle of time, cost, and quality. Contemporary research recognizes project success as multidimensional, encompassing stakeholder satisfaction, teamwork quality, safety, mission clarity, and long-term organizational outcomes. Consequently, studies on leadership and project success assess performance using both conventional and broader relational or organizational metrics. Leadership behaviour affects project outcomes directly and indirectly. Leadership can improve teamwork, strengthen communication, support innovation, and build trust, all of which then influence schedule performance, quality performance, stakeholder satisfaction, and overall project success. Studies have also shown that project managers' behaviour affects employee job satisfaction, job involvement, job commitment, job retention, and job performance, indicating that leadership behaviour shapes not only project outputs but also workforce attitudes and sustainability of performance.

A recent construction-specific framework further identified relationship management, communication effectiveness, leading by example, and self-management as critical leadership-related success factors, with conflict management and relationship management acting as important mechanisms through which behavioural practices improve project outcomes. This is particularly relevant to building construction in urban centers where project pressure, stakeholder diversity, and communication breakdowns are common.

2.3 Behavioural Theory of Leadership

This study is grounded in the Behavioural Theory of Leadership. Behavioural leadership theory moves beyond the notion that effective leadership is primarily determined by inherited traits, instead emphasizing the importance of observable actions toward people and tasks. This approach is particularly suitable for the present study, as the primary focus is on the leadership

behaviours exhibited by project managers in building construction projects, rather than their personal backgrounds.

The behavioural perspective is especially useful because it offers a practical lens for evaluating project managers in real-world settings. By examining actions such as communication, supervision, delegation, planning, supportiveness, conflict resolution, and participation, researchers can identify measurable behavioural patterns and relate them to specific project conditions. The distinction between consideration and initiation of structure is especially pertinent in construction, where project managers must balance site discipline with effective human relationships. Managers in building construction in Abuja exhibit more task-centered, people-centered, participative, directive, supportive, transformational, or transactional tendencies. It also helps explain why different behavioural combinations may emerge in project settings that are time sensitive, resource-constrained, and stakeholder-heavy.

While Behavioural Theory serves as the primary foundation, this study also draws on Contingency Theory. Contingency Theory posits that no single leadership style is universally optimal; instead, leadership effectiveness depends on the alignment between behaviour and context. In project management research, this perspective is increasingly relevant due to variations in project complexity, team structure, stakeholder demands, and uncertainty. In construction, this approach is valuable because project managers may require more directive behaviour during certain phases and more participative behaviour during others.

2.4 Leadership behaviour exhibited by project managers

Project managers impact outcomes through a range of leadership behaviours that shape team dynamics, motivation, and performance. Transformational and transactional leadership serve as complementary foundations: transformational behaviours, such as inspiring vision, intellectual stimulation, and individualized consideration, foster commitment and adaptive problem-solving, while transactional

elements, including clear expectations, contingent rewards, and corrective feedback, maintain discipline and alignment with project objectives (Pillai & Sahle-Demessie, 2004). Empirical studies consistently associate proactive, participative decision-making and open communication with improved coordination and stakeholder satisfaction, highlighting the social complexity of project work (Pillai & Sahle-Demessie, 2004). Situational and contingency perspectives emphasize that effective project management leadership adapts to project phase, volatility, and team maturity, utilizing directive guidance during periods of high uncertainty and empowerment during stable execution. Ethical and inclusive leadership further enhances trust, mitigates conflicts, and promotes team learning, particularly in diverse, multinational projects. Although debates continue regarding the relative importance of transformational versus transactional styles, the integrated and context-sensitive application of these behaviours most effectively explains variations in project performance indicators such as schedule adherence, budget control, and quality outcomes (Pillai & Sahle-Demessie, 2004).

2.4.1 Poor communicator behavior of a project manager

Ineffective communication by project managers can significantly undermine construction project outcomes, especially in complex environments such as Abuja's building sector. The literature identifies several dimensions of poor communication and their consequences, including misaligned stakeholder expectations, diminished team coordination, and impaired decision-making, all of which negatively affect project performance and sustainability goals (Senaratne & Samaraweera, 2015; Hai, 2024). Studies consistently link communication quality to team motivation, conflict resolution, and overall project success, noting that ineffective communication often coincides with negative leadership behaviours and organizational barriers (Lin et al., 2023; Meng & Boyd, 2017). In Nigeria, research demonstrates that communicative incompetence among project managers is associated with cost and time overruns as well as poor quality, emphasizing the need for targeted

development of interpersonal and relational skills to enhance project management effectiveness on site (Ijaola et al., 2020; Moyo & Chigara, 2021). In sustainable and public construction contexts, communicative capability within leadership is repeatedly identified as essential for achieving project objectives and stakeholder alignment (Sang et al., 2018; Lin et al., 2023; Latiffi & Zulkiffli, 2022).

2.4.2 Over-dependent behavior of a project manager

Over-dependence in project leadership arises when project managers exert excessive control, limit team autonomy, and rely heavily on close oversight to achieve outcomes. Excessive directive behaviour can undermine team learning, reduce psychological safety, and inhibit distributed leadership, particularly in complex or agile environments (Havelka et al., 2022). Multiple studies report that overbearing leadership leads to reduced team voice, silencing effects, and diminished adaptability, especially in large-scale or high-uncertainty projects (Gelei et al., 2015; Zaman et al., 2022; Fournier et al., 2022).

In contrast, balanced leadership that combines directive guidance with empowerment, and promotes trust and inclusivity, supports sustained performance and facilitates stakeholder engagement (Jiang et al., 2022; Cao et al., 2024; Zheng et al., 2023). The literature also identifies moderating factors such as organizational culture, project phase, and team maturity, noting that misalignment between leadership style and context increases the risks associated with over-control (Zheng et al., 2019; Havelka et al., 2022). In health and public-sector contexts, implementation leadership that prioritizes excessive control can hinder the adoption of innovations, highlighting the necessity for adaptive, context-sensitive approaches (Richter et al., 2015; Havelka et al., 2022). The prevailing consensus advocates for avoiding unmitigated over-dependence; instead, fostering distributed leadership and psychological safety mitigates negative effects while maintaining accountability (Fournier et al., 2022; Adeleke & Aziz, 2021).

2.4.3 Bad planner and organizer behaviour of a project manager

Inadequate planning and disorganized execution by project managers negatively affect project outcomes by compromising scoping, scheduling, and resource coordination. Research consistently demonstrates that poor planning is associated with schedule delays, budget overruns, and quality issues, particularly in complex or multi-stakeholder projects (Adeleke & Aziz, 2021; Zheng et al., 2023). Manifestations of poor planning include unclear work breakdown structures, unrealistic timelines, ineffective risk management, and inconsistent prioritization, all of which undermine team alignment and stakeholder trust (Opstoel et al., 2019).

The literature further indicates that planning deficiencies are exacerbated in rigid or poorly governed organizational environments, reducing project resilience (Fournier et al., 2022; Zacher et al., 2024). In contrast, disciplined planning practices, such as establishing clear milestones, robust work breakdown structures, risk registers, and proactive dependency management, are consistently associated with improved performance and learning, especially when supported by effective leadership and governance structures (Cao et al., 2024).

Contextual factors, including project phase, team maturity, and external pressures, influence the impact of inadequate planning. Agile or adaptive environments may accommodate more iterative planning, provided that fundamental governance is maintained (Richter et al., 2015; Fournier et al., 2022). Overall, minimizing over-optimism and strengthening structured planning and accountability reduces negative effects on project outcomes (Zheng et al., 2023).

2.4.4 Highly Autocratic Behaviour of a Project Manager

Autocratic leadership, characterized by centralized decision-making, limited subordinate input, and strict control, yields mixed outcomes for project

performance. During crises, under time constraints, or in highly structured tasks, autocratic styles may

expedite decision-making and align team actions, thereby enhancing short-term execution (Levene & Higgs, 2018; Egorov & Sonin, 2020). Nevertheless, extensive empirical research across various sectors consistently demonstrates negative impacts on team motivation, learning, and psychological safety when autocratic tendencies predominate, ultimately diminishing creativity, employee voice, and stakeholder buy-in, which are essential for complex projects (Saffrudin & Nohong, 2023).

In environments characterized by high uncertainty or significant cultural distance, autocratic approaches may undermine trust and hinder adaptation. Conversely, in routine or safety-critical domains, such leadership can provide clarity and accountability (Emere et al., 2018; Emmanuel, 2022). Cross-cultural studies indicate that while autocracy may be contextually acceptable, it frequently conflicts with modern expectations of participative governance and distributed leadership, particularly when aiming to sustain long-term performance and foster innovation (Janićjević, 2017; Emmanuel, 2022).

Recent project management research suggests that autocratic behavior, when combined with clear governance and ethical practices, can enhance short-term outcomes. However, the literature cautions that excessive reliance on autocratic leadership may incur long-term costs to motivation and team resilience (Olugboye et al., 2023; Asno & Sary, 2023). Overall, a context-sensitive and limited application of autocratic leadership, balanced with participative elements, is most conducive to achieving sustainable project success (Hermawan, 2021).

2.4.5 High Reliability of the Project Manager Regarding Subordinates

High-reliability leadership by a project manager is defined as consistent, dependable supervisory behavior that subordinates can trust, particularly under pressure. The literature associates reliability with reduced uncertainty, enhanced psychological safety, and improved team coordination, especially in

complex projects (Li et al., 2019). Key mechanisms include establishing clear expectations, consistently fulfilling commitments, and maintaining transparent communication about risks and decisions, all of which

foster trust and minimize rework (Chiang et al., 2020). Contextual factors such as project type, organizational culture, and time pressures influence these effects. In high-uncertainty or culturally distant settings, reliability contributes to stability but should be balanced with participative practices to maintain learning and motivation (Gu et al., 2018).

Empirical studies indicate that reliable project managers enhance team performance, knowledge sharing, and proactive behavior, particularly when reliability is combined with ethical conduct and robust governance structures (Asno & Sary, 2023; Cao et al., 2024). In contrast, excessive reliance on authority without fairness or feedback can diminish engagement and stifle innovation, especially in teams that require adaptability and psychological safety (Shahzad et al., 2022; Zhang et al., 2022). Recent research further demonstrates that reliability interacts with organizational culture and power distance. In high power-distance contexts, consistent enforcement of rules is often perceived as legitimate leadership, whereas in low power-distance contexts, reliability should be complemented by inclusion and opportunities for employee voice (Guliyeva & Rzayeva, 2019).

Practical implications include establishing clear accountability frameworks, fostering credible communication, ensuring consistency in decision-making, and preserving opportunities for discretionary input to support team learning. A balanced, culturally sensitive, and governance-aligned approach to reliability is most conducive to achieving sustainable project outcomes (Gu et al., 2018).

III. RESEARCH METHODS

The research design establishes the foundational framework for planning, implementing, and analyzing data collection processes. Kothari and Gaurav (2014) define it as a strategic plan that guides how research

questions are addressed, while Creswell (2014) emphasizes the importance of selecting both the research subject and the most appropriate methodology. In this study, a quantitative research

design was employed to examine the leadership behaviours demonstrated by project managers on building construction projects in the Federal Capital Territory, Abuja. Numerical data were systematically analyzed to identify patterns and relationships, with self-administered questionnaires utilized as the primary data collection instrument. The research targeted construction management professionals, with particular attention to those involved in building maintenance.

Kothari and Gaurav (2014) define a research population as all relevant elements within a study field, while Singh (2006) describes it as the total number of individuals possessing pertinent characteristics. The target population for this study included architects, quantity surveyors, builders, facility managers, and estate surveyors operating in FCT Abuja. To achieve manageability and representativeness, a sampling frame was established by the respective professional bodies. Singh (2006) emphasizes the importance of appropriate sample size, whereas Kothari and Gaurav (2014) highlight that sample quality depends on its reflection of the target population. The sampling frame comprised 523 professionals, and the sample size of 227 participants was determined using Yamane's (1967) formula at a 0.10 precision level, with distribution across each professional group.

A simple random sampling technique was applied to guarantee equal selection chances and minimize bias, as recommended by Creswell (2014). Data were collected through a structured, closed-ended questionnaire, validated for consistency and reliability in line with Kothari and Gaurav (2014). The instrument included two sections: Section A (demographic information) and Section B (Leadership behaviour exhibited by project managers). Respondents were assured of confidentiality to encourage honest responses. The study achieved a 84% response rate, surpassing the 20–30% average in

management research (Creswell 2014). Data were analyzed using descriptive statistics (mean and frequency tables).

IV. ANALYSIS OF RESULTS AND DISCUSSION OF FINDING

The respondents' background information reflects a mature, professionally qualified, and experienced sample. In terms of age, the largest proportion of respondents (28.1%) falls within the 43–49 years category, followed by 29–35 years (26.0%) and 36–42 years (23.8%), while only 4.3% are within 21–28 years. Educationally, 37.8% of respondents hold PGD qualifications, while 28.6% possess B.Sc. degrees and 26.0% have M.Sc. degrees. Respondents with HND and Ph.D. qualifications each account for 3.8%.

In terms of professional background, 29.7% of respondents are Quantity Surveyors, while Building and Civil Engineering professionals each account for 27.0%, and Architecture professionals make up 16.3%. Professional affiliation is also high, as 96.2% of the respondents are registered with their respective professional bodies, while only 3.8% are not registered. Among the registered bodies, 29.7% belong to NIQS, while 27.0% each are affiliated with NIOB and NSE, and 16.3% are registered with NIA. Regarding work experience, 32.9% of respondents have 21–25 years of experience, 22.7% have above 25 years, 17.3% have 11–15 years, 16.8% have 16–20 years, and 10.3% have 6–10 years of experience. Gender distribution shows that 76.8% of respondents are male, while 23.2% are female, indicating a male-dominated professional sample.

Table 1: Respondent's Demographic Information

| Respondent's variables | Frequency (F) | Percentage (%) |
|-------------------------------|----------------------|-----------------------|
| Age: | | |
| 21–28years | 8 | 4.3 |
| 29–35years | 48 | 26.0 |
| 36–42years | 44 | 23.8 |
| 43–49years | 52 | 28.1 |
| > 50years | 33 | 17.8 |
| Total | 185 | 100.0 |

| | | |
|--------------------------------------------------------|------------|--------------|
| Level of education: | | |
| Higher National Diploma (HND) | 7 | 3.8 |
| Bachelor of Science (B.Sc.) | 53 | 28.6 |
| Postgraduate Diploma (PGD) | 70 | 37.8 |
| Master's (M.Sc) | 48 | 26.0 |
| Doctor of Philosophy (Ph.D) | 7 | 3.8 |
| Total | 185 | 100.0 |
| Profession: | | |
| Architecture | 30 | 16.3 |
| Building | 50 | 27.0 |
| Civil Engineering | 50 | 27.0 |
| Quantity Surveying | 55 | 29.7 |
| Total | 185 | 100.0 |
| Are you Registered with your professional body? | | |
| Yes | 178 | 96.2 |
| No | 7 | 3.8 |
| Total | 185 | 100.0 |
| Professional body registered with: | | |
| NIA | 29 | 16.3 |
| NIOB | 48 | 27.0 |
| NSE | 48 | 27.0 |
| NIQS | 53 | 29.7 |
| Total | 178 | 100.0 |
| Gender: | | |
| Male | 142 | 76.8 |
| Female | 43 | 23.2 |
| Total | 185 | 100.0 |
| Years of experience: | | |
| 6 – 10years | 19 | 10.3 |
| 11 – 15years | 32 | 17.3 |
| 16 – 20years | 31 | 16.8 |
| 21 – 25years | 61 | 32.9 |
| > 25years | 42 | 22.7 |
| Total | 185 | 100.0 |

N = 185.

4.1 Leadership Behaviours Exhibited by Project Managers on Building Construction Projects in the Federal Capital Territory, Abuja

An analysis of the negative leadership behaviours exhibited by project managers on building construction projects shows that such behaviours were generally not prominent among respondents. The highest rated behaviour is insensitivity to team members' behaviour, with a mean score of 3.2083 and a standard deviation of 1.30978, indicating a neutral response. This is followed by poor communication behaviour, with a mean score of 2.8375 and standard deviation of 1.15841, and assuming little or no responsibility, with a mean score of 2.5875 and standard deviation of 1.05634, both of which also fall within the neutral range. These results suggest that while such behaviours may be observed to some extent, they are not strongly associated with project managers in the study area.

Other behaviours were rated lower and considered less evident. Bad planning and organizing recorded a mean score of 2.4042, while highly autocratic behaviour had a mean of 2.4000. Over dependence on others followed closely with a mean score of 2.3750, while inability to carefully select competent and effective people for project management recorded a mean score of 2.3208. In the same vein, excessive reliance on subordinates had a mean score of 2.1583, and a nonchalant attitude was the least ranked behaviour with a mean score of 2.1292. These lower mean scores indicate that respondents generally disagreed that these negative leadership traits are commonly exhibited by project managers.

Overall, the average total mean score of 2.4912, which falls within the disagree range, indicates that project managers in the study area generally demonstrate good leadership behaviour on building construction projects. This suggests that negative leadership traits are not dominant, and that project managers are, on the whole, perceived to exhibit acceptable and relatively positive leadership practices.

Table 2: Leadership behaviour exhibited by project managers

| Leadership behaviour exhibited by project managers | Mean Score | St. D | Decision |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|-----------------|
| Insensitive to team members behaviour of a project manager | 3.2083 | 1.30978 | Neutral |
| Poor communicator behavior of a project manager | 2.8375 | 1.15841 | Neutral |
| Assume no or little responsibility behaviour of a project manager | 2.5875 | 1.05634 | Neutral |
| Bad planner and organizer behaviour of a project manager | 2.4042 | 0.98151 | Less Good |
| Highly autocratic behaviour of a project manager | 2.4000 | 0.97980 | Less Good |
| Over dependent behaviour of a project manager | 2.3750 | 0.96959 | Less Good |
| Inability behaviour of a project manager to carefully select good and effective people with skills to manage the people in their projects | 2.3208 | 0.94746 | Less Good |
| High reliability of the project manager on his subordinates | 2.1583 | 0.88112 | Less Good |
| Non-challan attitude behaviour of a project manager | 2.1292 | 0.86924 | Less Good |
| Average Total Mean Score (ATMS) = $\sum \text{Mean Score} / 9 = 22.4208 / 9$ | 2.4912 | | Disagree |

N = 185. ATMS Value < 3.0 = Disagree; ATMS Value ≥ 3.0 = Agree.

4.2 Discussion of Findings

Table 2 indicates an average total mean score (ATMS) of 2.4912, corresponding to a 'Disagree' response, suggesting that effective leadership behaviours are not

widely practiced by project managers on building construction projects in the study area. Neutral leadership behaviours exhibited by project managers include insensitivity to team members (mean score: 3.2083), poor communication (mean score: 2.8375), and assuming little or no responsibility (mean score: 2.5875).

These findings are consistent with those of ZilicusPM (2019) and Tabassi et al. (2016), who also examined project manager behaviours in building construction projects. According to PMBOK (2013), a project manager is responsible for leading the project team within a performing organization and achieving predefined project outcomes. Furthermore, the project manager is ultimately accountable for the project team's productivity and tasked with maintaining team cohesion (Michal, 2016). The project team comprises all functional contributors to the project, including members of the project office (Nick & Anthony, 2018). The significance of teamwork among project members has been increasingly emphasized over the past decade, as organizations recognize its necessity for accomplishing complex tasks in challenging and uncertain environments such as the Nigerian building construction industry (Chantal, 2021). Additionally, leadership behaviours characterized by insensitivity toward team members can demotivate the team, thereby hindering the achievement of predetermined project or organizational goals.

V. CONCLUSION AND RECOMMENDATIONS

The study finds that project managers on building construction projects in Abuja generally exhibit effective leadership behaviour, with negative traits not strongly evident. While certain behaviours, including insensitivity to team members and poor communication, were observed at a neutral level, the overall results indicate that project managers are predominantly perceived as practicing acceptable leadership.

It is recommended that construction firms and professional bodies enhance leadership development by implementing regular training in communication, interpersonal relations, emotional intelligence, and

team management. Organizations are also encouraged to adopt more participative leadership styles, strengthen accountability systems, and provide mentorship opportunities for emerging project managers. Future research should further investigate the impact of leadership behaviours on project performance outcomes, including cost, time, quality, and stakeholder satisfaction.

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