



**ETHICAL LEADERSHIP, GOVERNANCE PRACTICES AND PROJECT SUCCESS
AMONG NON GOVERNMENT ORGANIZATIONS (NGOs) IN IGANGA DISTRICT**

KALEMBE DOREEN

REG NO: BU / GS18 / MBA / 9

Email:doreenkalembe2@gmail

Mobile Tel.: 0787237370 / 0702589487

**A DISSERTATION SUBMITTED TO DIRECTORATE OF GRADUATE STUDIES,
RESEARCH AND INNOVATIONS IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF A MASTERS
DEGREE IN BUSINESS ADMINISTRATION,
(PROJECT PLANNING OPTION)
OF BUSITEMA UNIVERSITY**

February, 2021

DECLARATION

I Kalembe Doreen, declare that this research is my original work which has never been submitted for any award in any other University or institution.

Signature.....

Name: KALEMBE DOREEN

Registration Number: BU / GS18/ MBA / 9

Date.....

SUPERVISOR(S)' APPROVAL

This dissertation is submitted as a partial fulfillment for the award of a Master's Degree in Business Administration (Project Planning Option) of Busitema University with our approval as academic supervisor(s)

Name: Dr. Musenze Ibrahim Abaasi

Academic Qualifications: PhD

Rank: Senior Lecturer

Faculty: Management Sciences

Department: Economics and Management

Signature

Date

Name: Mr. Wampande Jowalie Ahmed

Academic Qualifications: Masters

Rank: Lecturer

Faculty: Management Sciences

Department: Economics and Management

Signature.....

Date.....

DEDICATION

I dedicate this research work to my parents Mr. Mukose Tenywa Peter and Mrs. Zeridah Tenywa. I also dedicate it to my husband Mr. Pande Bosco, daughter Jemimah, brothers and sisters and all those who treasure education. May God bless them.

ACKNOWLEDGMENT

Blessed be the name of the Almighty God who has given me life and strength to finish this remarkable and amazing academic journey. I will remain grateful to Dr. Musenze Ibrahim Abaasi and Mr. Wampande Jowalie Ahmed since without them, completing this journey would have been impossible for me. Special gratitude goes to my inspiring lecturers who taught me the Course Work component, and also, to Busitema University for providing an avenue for higher education that has enabled me further my education. Lastly, I also appreciate the study participants for their commitments and sacrifice of time in answering the formed the study questions.

TABLE OF CONTENTS

DECLARATION	i
SUPERVISOR(S)' APPROVAL	ii
ACKNOWLEDGMENT	iv
TABLE OF CONTENTS.....	v
ACRONYMS AND ABBREVIATIONS	vii
LIST OF FIGURES.....	viii
LIST OF TABLES.....	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem	3
1.3 Purpose of the Study.....	4
1.4 Specific Objectives	4
1.5 Research Hypotheses.....	5
1.6 Scope of the Study	5
1.6.1 Geographical Scope	5
1.6.2 Content Scope.....	5
1.6.3 Time Scope.....	5
1.7 Significance of the Study.....	6
1.8: Conceptual Framework.....	6
.....	6
1.8.1 Description of the Model	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction	8
2.2 Theoretical Reviews	8
2.2.1 Agency Theory	8
2.2.2 Stewardship Theory	9
2.3: Ethical leadership and project success	9
2.4: Governance Practices and Project Success.....	10

2.5 Ethical Leadership and Governance Practices	11
2.6 Mediation Role of Governance Practices in the relationship between Ethical leadership and Project Success	12
CHAPTER THREE	14
METHODOLOGY	14
3.1 Introduction	14
3.2 Research Design	14
3.3 Study Population.....	14
3.5 Data Sources	15
3.6 Data Collection Instrument.....	15
In order to	15
3.7 Measurement of Variables	15
3.7.1 Ethical Leadership	15
3.7.2 Governance	16
3.7.3 Project success.....	16
3.8 Reliability and Validity.....	17
3.9 Data Processing, Analysis and Presentation	18
4.0 Ethical Considerations.....	18
CHAPTER FOUR	19
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	19
4.1Introduction	19
4.2 Response Rate.....	19
4.3 Demographic Characteristics	20
4.4 Correlation Analysis	21
4.4.2 Governance practices and Project success	21
4.4.3 Ethical leadership and Governance practices	21
4.5 Regression Analysis	22
Source: Primary Data	22
Table 4.5: Regression between ethical leadership and governance practices	23
4.6 Mediation Role of Governance Practices in the Relationship between Ethical Leadership and Project Success	24
4.7 Summary of Tested Hypotheses	27
CHAPTER FIVE	28
DISCUSSION, CONCLUSION AND RECOMMENDATION.....	28

5.1 Introduction	28
5.2 Discussion of Findings	28
5.2.1 Ethical Leadership and Project Success	28
5.2.2 Governance Practices and Project Success.....	29
5.2.3 Ethical Leadership and Governance Practices	30
5.2.4 Governance Practices mediate the relationship between Ethical leadership and project success ..	30
5.3 Conclusions	31
5.4 Recommendations	32
5.5 Limitations of the Study	33
5.6 Areas of Further Study	33
APPENDIX 1: QUESTIONNAIRE	41
APPENDIX 2: KREJCIE AND MORGAN TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION N.....	44
Appendix 3: List of NGO Projects in Iganga District by 2019	45

ACRONYMS AND ABBREVIATIONS

UBOS: Uganda Bureau of Statistics

NGO: Non-Government Organization

PMI: Project Management Institute

GPMS: Global Project Management Survey

UNNGOF: Uganda National Non-Government Organization Forum

IDNGO: Iganga District Non-Government Organization

SEPSPEL: South-Eastern Private Sector Promotion Enterprise Limited

UHD: Uganda Health Development

LWF: Luthier World Foundation

APM: Association of Project Management

EL: Ethical leadership

GP: Governance practices

PS: Project success

ANPPCAN: African Network for the Prevention and Protection against Child Abuse and Neglect

LIST OF FIGURES

Figure 1: Conceptual Frame work	6
Figure 2: Mediation effect of governance practices in the relationship between ethical leadership and project success.....	25

LIST OF TABLES

Table 3.1: Reliability and content internal validity results	17
Table 4.1: Descriptive characteristics	20
Table 4.2: Correlation results.....	21
Table 4.3: Regression between ethical leadership and project success	22
Table 4.4: Regression between Governance practices and project success.....	22
Table 4.5: Regression between ethical leadership and governance practices.....	23

Table 4.6: Mediation results of governance practices in the relationship between ethical leadership and project success	25
Table 4.7: Summary of tested hypotheses	27

ABSTRACT

The purpose of the study was to establish mediation effect of governance practices in the relationship between ethical leadership and project success among NGO projects in Iganga district. The objectives of the study were to: examine the relationship between ethical leadership and project success in Iganga district; examine the relationship between governance practices and project success in Iganga district; to examine the relationship between ethical leadership and governance practices in Iganga district and to examine mediation role of governance practices in

the relationship between ethical leadership and project success in Iganga district. The study adopted a cross sectional research design with quantitative approach to draw a sample of 80 projects from a population of 100 projects in Iganga district. The findings revealed that ethical leadership and governance practices independently predicted project success. Also, it was established that the relationship between ethical leadership and project success is mediated by governance practices. This study contributes to literature by highlighting the mediation role of governance practices in ethical leadership and project success relationship among NGO sector. The study however, had some limitations: first of all, the study adopted a cross-sectional research design with its inherent weakness of inability to deal precisely with the causal-effect issues. Secondly, the study used a structured questionnaire to collect data and to make conclusions and recommendations. This instrument may have hindered respondents from providing in-depth information through views and opinions for better comprehension of the subject, in this context project success. The study recommends: employment of ethical leaders, setting up an ethics training program, enhancing regular monitoring by Board of Directors, as well as the need for organizations to employ auditors to carry out regular internal audits.