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Assessing the Impact of Leadership Traits on Strategic Financial Management Practices in the Ghanaian Construction Industry

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Abstract: Leadership traits can significantly impact the performance of construction firms; therefore, effective leadership is essential for improved performance. This study investigates the influence of leadership traits on the adoption of strategic financial management practices within the Ghanaian construction industry. A mixed-method approach was adopted, incorporating both quantitative and qualitative research. The sample consisted of 149 participants, selected using a combination of stratified, random, and purposive sampling methods. Spearman's rho Correlation was employed to establish the relationship between leadership traits and the implementation of strategic financial management practices. The findings revealed no statistically significant relationship between strategic financial management practices and the leadership traits, except the relationship between transformational leadership and strategic financial management practices. Specifically, a connection was identified between transformational leadership traits, such as identifying the need for change and fostering a supportive and participative leadership style, and strategic financial management practices, particularly regarding contract conditions of payment during project execution. The study recommends that leaders in the construction industry take proactive steps to ensure high performance standards, minimise conflicts at project sites, recognise the need for change, and promote compliance. It is crucial for leaders to reward and discipline personnel for violations of ethical values. Additionally, leaders in the construction sector should familiarise themselves with the project life cycle and cash cycle for ongoing projects to provide necessary guidance to site supervisors and finance officers for effective financial management. While autocratic leadership should generally be avoided in the construction industry, there are instances when it becomes necessary for leaders to make decisive autocratic decisions to ensure dormant projects are completed on time. Leadership must also demonstrate high ethical standards while pursuing organisational goals, be effective in strategy generation and execution at project sites, and actively support and motivate employees.

Keywords: Leadership trait, Financial management practices, International Institute of Management (IIM)

1. Introduction

The roles and responsibilities of construction project directors are evolving beyond traditional norms in response to the increasing complexity of modern projects. A successful leader in the construction field possesses a range of qualities that can address the diverse needs of stakeholders, both directly and indirectly. To effectively manage project challenges, a project leader must demonstrate strong leadership skills (Ramesh, 2019). A capable leader skillfully navigates the seasonal and tidal obstacles of the industry, guiding the project ship to a safe harbor. To be perceived as effective and competent, leaders must have the ability to challenge, inspire, empower, and motivate their teams (PMP, 2017).

LaNoue (2022) emphasizes that effective leadership practices significantly enhance companies within the construction sector. Democratic leaders facilitate the process of considering the ideas and opinions of others before making decisions. They consult reliable sources, particularly when decisions have the potential to impact the entire organization. By addressing the needs of the company and prioritising employee well-being, servant leaders pave the way for success. This approach is especially vital at the senior levels of teams and departments.

A study conducted in Ghana by Owusu-Manu et al. (2020) revealed that the predominant leadership philosophies in the country's construction industry are transformational, democratic, and situational. However, the mindset of the project leader plays

a significant role in shaping these leadership styles. A project leader's attitude is crucial in determining their approach to leadership. Research suggests that project performance is likely to correlate positively with leadership styles when the project leader possesses a highly dynamic mindset, as opposed to a fixed mindset. Further research by Dartey-Baah, Quartey, and Adotey (2020) underscores that effective leadership is vital for reducing workplace accidents, injuries, and fatalities in high-risk industries.

The typical behaviour of construction project managers must change to face the construction industry's problems. This behaviour is primarily caused by numerous elements inherent in the sector. A change is required in how project managers conduct themselves and oversee initiatives. They must grow as genuine leaders to function well in the more complicated workplace (Toor & Ofori, 2008). The successful accomplishment of projects depends on the leadership qualities that project managers possess. The degree to which a company performs in various theme areas, such as lowering conflict at the project site, guaranteeing occupational safety and compliance, comprehending the project life cycle and company cash cycle, creating effective strategies, and inspiring employees, depends in large part on the type of project leader transformational, transactional, or autocratic. This study examines the leadership qualities and their impact on Ghana's construction sector. 2. Materials and Methods

Materials and Methods should be described with sufficient details to allow others to replicate and build on published results. Please note that publication of your manuscript implicates that you must make all materials, data, computer code, and protocols associated with the publication available to readers. Please disclose at the submission stage any restrictions on the availability of materials or information. New methods and protocols should be described in detail while well-established methods can be briefly described and appropriately cited.

Research manuscripts reporting large datasets that are deposited in a publicly available database should specify where the data have been deposited and provide the relevant accession numbers. If the accession numbers have not yet been obtained at the time of submission, please state that they will be provided during review. They must be provided before publication. Interventional studies involving animals or humans, and other studies require ethical approval must list the authority that provided approval and the corresponding ethical approval code.

2. Literature Review

The attributes that define influential leaders are known as leadership traits. Leadership itself is the ability of an individual or organisation to guide individuals, groups, or organizations toward the achievement of goals and objectives. This capability is essential in management as it enhances productivity and helps fulfill organisational and strategic aims (Wale, 2023). According to Mann and the USMC Command and Staff College at Marine Corps University (2017), leadership traits encompass a blend of intelligence, ethics, and interpersonal understanding that empowers a person to manage and influence a group effectively. They identified fourteen characteristics of great leaders, including justice, discernment, reliability, initiative, decisiveness, tact, honesty, enthusiasm, bearing, selflessness, courage, knowledge, loyalty, and perseverance.

The features approach to leadership traits includes talents, values, motivations, and personality. This perspective is based on the belief that specific individuals are born leaders, endowed with unique qualities that are not commonly found in others (Rowe, 2012). The traits theory posits that only a select few possess inherent leadership qualities, limited to those with exceptional talents. Examples of such traits may include outspokenness, an outgoing personality, and distinctive physical characteristics such as height (Northouse, 2010; Rowe, 2012).

The International Institute of Management (IIMD) identifies six prominent leadership philosophies: transformational leadership, delegation, transactional leadership, authoritative leadership, participative leadership, and servant leadership. A focus on change and transformation characterises transformational leadership. Leaders who adopt this style aim to inspire their followers to surpass their own expectations by helping them realize their potential (IIMD, 2023).

Transactional leadership, often referred to as management leadership, is characterized by an emphasis on rewards and penalties. It operates under the assumption that individuals require motivation to perform their jobs effectively. In this approach, leaders clearly define a team's objectives and outline how team members will be compensated for their contributions. While rewards can vary in form, they typically include monetary compensation, such as salaries or bonuses (IMD, 2023).

Contingency theory provides insights into the leadership practices that underlie project management. Introduced by Fred Edward Fiedler in 1960, this theory posits that corporate executives must adapt their leadership styles in response to prevailing circumstances. It involves a careful balancing act between a leader's inherent style and their awareness of when and how to modify that style. Fiedler identified four contingency factors that influence how organisations develop their structures: technology, size, environmental impact, and operational strategy. Within the realm of organisational behaviour, contingency theory explains the unique situational elements that can affect the relationships between independent and dependent variables (Fiedler, 1960).

3. Project Leadership Traits and Strategic Financial Management

Leadership plays a crucial role in the overall effectiveness of an organization. In the absence of strong leadership, increasing priority conflicts can lead to reduced coordination, as employees may perceive top management as avoiding challenging and intimidating situations (Mubarak & Yusoff, 2019). Consequently, this can hinder the organisation's ability to implement its strategy effectively. Research has shown that many firms struggle with strategy execution, with leadership identified as one of the primary obstacles. While evidence indicates that leadership significantly influences performance, it's important to recognize that other factors may also be at play; the mere presence of leadership does not guarantee exceptional performance. Therefore, it is crucial to examine the controlling and mediating variables to fully comprehend the impact of leadership on performance within the construction industry (Jaleha & Machuki, 2018).

The primary objective of a project manager is to ensure that a project is completed on time and within budget. However, in today's ever-evolving landscape, the role of a project manager is expanding significantly. As organizations increasingly adopt project-based approaches, project managers must develop a greater financial acumen. Projects not only need to be finished on schedule and below budget, but they should also enhance shareholder value and contribute to the company's long-term financial success. To achieve this, project managers must possess a robust understanding of the company's cash flow cycle and how each project aligns with it (PMP, 2000).

Dartey-Baah (2015) noted in a review of leadership theories that certain traits, such as strategic thinking, emotional intelligence, adaptability, a commitment to learning, performance orientation, and collective leadership, consistently emerge as important qualities for effective leadership. A study by Jordan, Werner, and Venter (2015) found that privately sampled critical care units displayed both transformational leadership and a supportive organisational culture. Their research indicated a strong, positive correlation among transformational leadership, organisational culture, and the outcomes of organisational change (Jordan, Werner, & Venter, 2015).

Leaders should strive to exert a strong and positive influence on their followers. Transformational leadership encompasses the ability to expand followers' perspectives on the organisation's future goals and vision, inspiring them to surpass expectations. It empowers individuals to leverage their experiences and innovative thinking to address challenges, while also actively engaging with employees' concerns to boost motivation (Jambawo, 2018).

A structural equation model conducted by Anselmann and Mulder (2020) revealed that both a supportive team climate and transformational leadership have a direct and positive influence on the exchange of information and introspection. They concluded that the positive effects of transformational leadership on nursing and social work teams address a significant gap in the existing literature. Additionally, the relationship between transformational leadership and job performance is mediated by leader-member exchange and leader satisfaction, as demonstrated by structural equation modelling (Jyoti & Bhau, 2016).

To determine how leaders can most significantly enhance business performance, Zera and Tnaztepe (2014) conducted a factor analysis that clearly highlighted the emergence of various strategic leadership philosophies, including relationship-focused and avoidance-based management styles. Their findings indicate that passive or relationship-oriented executives may be perceived as paternalistic. Interestingly, only relationship-oriented and transformational leadership styles demonstrate a strong correlation with business success, which partially supports the study's initial premise (Zera & Tnaztepe, 2014).

Structural equation modelling conducted by Rebelo, Dimas, Lourenço, and Palácio (2018) uncovered a positive relationship between transformational leadership and team psychological capital (PsyCap), which subsequently showed a favourable association with team learning behaviours. Furthermore, the findings confirmed the indirect influence of transformational leadership on team performance, mediated by team psychological capital (PsyCap) and learning behaviours. A responsive and supportive transformational leadership style has a positive impact on organisational growth. Trmal, Bustamam, and Mohame (2015) argued that idealistic encouragement, intellectual challenge, and individual creativity can lead to intermediary outcomes, including shared goals and vision, team commitment, an energised team climate, and constructive team conflict. Nevertheless, to cultivate a high-performing workforce, it is essential to understand how transformational leaders can effectively determine their impact.

Furthermore, organisational procedural justice, trust, honesty, reliability, and commitment all serve to mitigate this effect. A multiple regression study involving a sample of 280 staff members revealed that, alongside idealised influence and intellectual stimulation, transformational leadership significantly impacts organisational performance (Alsayyed, Suifan, Sweis, & Kilani, 2020). Transformational leadership has a positive impact on both a company's financial performance and its product development efforts. While business owners and managers often focus more on tasks than on people, executives must prioritise change, long-term strategies, and employee engagement. Leaders must possess a clear vision, demonstrate a commitment to long-term objectives, and be prepared to initiate and implement change (Strukan, Nikoli, & Sefi, 2017). Additionally, supportive leadership plays a vital role in project management and is significant in the context of strategic financial management (Slemp, Kern, Patrick & Ryan, 2018).

The democratic leadership style generally fosters a more positive impact on employee performance compared to a transactional approach, which relies heavily on authority. The autocratic approach is more suitable when employees possess limited education

and knowledge regarding their roles, particularly in situations where there might be interference or misuse of authority. On the other hand, a democratic approach is preferable when an organization aims to enhance problem-solving capabilities. Ultimately, when a business boasts a skilled and experienced team, a participative method emerges as the most appropriate choice (Mohiuddin).

E-leadership is another effective strategy that leaders can utilize to advance their organizations. According to Li et al. (2016), e-leadership has the potential to help strategists articulate the rationale behind corporate strategies and the various options available. It provides a technological vision that underpins the chosen business strategy, enabling the technology architect to design and implement the necessary information systems (IS) infrastructure in alignment with the IT vision. The strategy implementer is responsible for designing and executing the IS infrastructure and processes that support the selected business strategy. Additionally, the business visionary can articulate how the development of IT competencies and governance frameworks will influence business strategy, as well as identify and interpret trends in the IT landscape to benefit the organisation (Li et al., 2016).

4. Research Methodology

The study utilised a descriptive and correlational analysis research design to assess the current situation and explore the relationship between leadership traits and strategic financial management practices within the construction industry in Ghana. Adopting a positivist approach, this research involved collecting, utilising, and analysing data to achieve its objectives. The target population consisted of all construction companies in Ghana, with a specific focus on those in the Greater Accra Region. This group includes construction firms, contractors, employees, and beneficiary communities. A closed-ended Likert-scaled questionnaire served as the primary data collection instrument for the study. In order to ensure the reliability of the questionnaire and the validity of the results, a reliability test was conducted. This process aimed to confirm that the questionnaire effectively measured what it was intended to assess.

5. Data Analysis and Discussions

Frequency Distribution of Respondents' Department of Work (Staff). Below is the demographic analysis of staff and other stakeholders. Results are presented in pie charts.

Demographic Analysis of Respondents (Staff and other Stakeholders). The figure 1 below presents the frequency distribution of respondents.

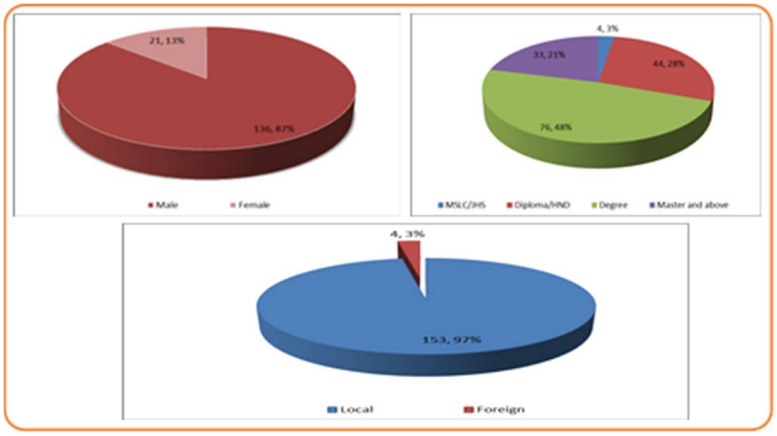

Fig.1. Frequency distribution of respondents' demographic characteristics (N = 157).

The figure 1 above represents the demographic frequency distribution. It is observed that 136 (87%) of respondents were males while 21 (13%) were females. The gender demographics show that males dominate the construction industry in the country. On citizenship, the majority of respondent were Ghanaian having a 153 (97%) representation in the study while 4 (3%) of respondents were non-citizens. On the educational qualification, it is observed that majority 76 (48%) of the respondents had first degree qualifications, 44 (28%) had diploma and higher national diploma qualifications, 33 (21) had master's degree qualifications and 4 (3%) had middle school leaving certificates, junior high school certificates and other lesser qualifications. .

Identifying the strategic financial management practices adopted among companies in the construction industry in Ghana.

A reliability test was conducted to ascertain the reliability of the set of questions. Chronbach's Alpha was used to measure the reliability and measure the internal consistency of a questionnaire or survey—Cronbach's Alpha of all items used in this section. The Cronbach's Alpha value = 0.714 measures the internal consistencies of set of questionnaires. From the results the vitality sub-scale of 34 items, was found to be highly reliable with a = 0.714. This means that the questions are highly reliable to be considered

to measure what is meant to measure. An additional descriptive statistic (mean and standard deviation) has been calculated to identify the financial management practices and determine whether the mission, vision statement, and objectives of the companies are reflected in their operations.

Table 1. Identifying the Strategic Financial Management Practices.

Statements	Yes		No		Total	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
In relation to scope	4.294	.763	4.066	.8683	4.25	.788
In relation to resources	4.353	.755	5.367	7.523	4.55	3.424
iii.In relation to cost	4.370	.711	3.900	.759	4.275	.7431
iv.Contract conditions of payments during the project's execution	4.033	.882	3.60	.968	3.946	.9138
v.Effective risk management practices	3.7311	.98890	3.5333	.97320	3.6913	.98570
i. Aggregation of relevant projects	3.8403	.8924	3.533	.6288	3.779	.85302
ii. Resources for projects completing is estimated	4.2017	.7544	3.767	.9353	4.1141	.80982
iii. Portfolio cash flow is estimated	3.9916	.9066	3.967	.7184	3.9866	.86981
Company develops financing and return on financing models	3.6723	.8840	3.433	.8584	3.6242	.88131
Project duration and work are supported from company reserves.	3.6050	1.122	3.367	1.066	3.5570	1.1112
Company easily gets access to financial resources from banks and other financial institutions.	3.0756	1.263	3.367	1.189	3.1342	1.2501
Company always completes projects on schedules.	2.9328	1.155	2.967	1.129	2.94	1.146
Financial managers and financial experts are employed in the organization.	3.9328	2.982	3.567	.9714	3.8591	2.7014
Financial managers track and evaluates mechanisms for projects cost	3.681	.9471	3.700	.7022	3.6846	.90110
Management is committed to financial practices, performance cost and finances of the firm.	3.908	.9387	3.533	1.008	3.8322	.9614
Financial manager effectively supervises financial transactions techniques adopted	3.8655	.9013	3.667	.8023	3.8255	.88326
Each project financial activity is recorded	4.1513	.8501	4.066	.8683	4.1342	.85153
Effective fund delivery systems are in place at every phase of projects to achieve maximum results	3.3361	1.059	3.100	1.241	3.289	1.099
Checking to ensure that actual design details can be constructed within cost plan	3.698	1.109	3.867	.8604	3.7315	1.0630
Realistic first estimates of project costs	3.6218	1.200	3.567	.8604	3.611	1.173
Stable operational environment (economic factors)	3.260	1.161	3.133	1.137	3.2349	1.1531

The table presents a comparison of the mean values for "identified strategic financial management practices" alongside the "company's clear mission, vision statement, and objectives." The results reveal the following mean scores: "In relation to scope" at 4.37; "In relation to resources" at 4.353; "In relation to cost" at 4.370; "Contract conditions of payments during project execution" at 4.033; "Resources estimated for project completion" at 4.2017; and "Each project's financial activity is recorded" at 4.1513.

Firms must consider how financial officers obtain and allocate resources and funds, as well as how they implement techniques and controls regarding resource distribution to complete projects effectively. All financial management activities—including budgeting, costing, accounting and financial reporting, and risk management—must be conducted with diligence (Femi et al., 2014).

As noted by Femi et al. (2014), the importance of costing cannot be overstated. budgeting, and cash flow management are all crucial components of strategic financial management. To preserve organizational liquidity and solvency over time, the finance manager must also reduce costs (Femi et al., 2014). The most significant component influencing building cost is the cost of materials and additional effort, which has the greatest relative importance index. The cost of building is significantly impacted by changes in material prices, too. The most efficient way to reduce construction costs is to ensure adequate site supervision to cut down on shoddy work and idle time, hire and motivate experienced, qualified workers to increase productivity, allow enough time for feasibility studies, and provide detailed information needed for simpler interpretation of plans and work layout (Olukyode et al., 2015).

Other variables that contribute to the cost overrun of construction projects include swings and increases in material prices, which were identified as the biggest issue in emerging nations (Ahady et al., 2017). The management of cost overruns is the most crucial problem, and putting it off won't make the goal less vital. It is believed that the primary cause of the setback is cost overrun. Material costs and labour rates should be updated regularly to control and minimize cost overruns in building construction projects (Ahady et al., 2017). According to Zewdu and Aregaw (2015), the top five reasons for cost overruns in construction projects include inadequate planning, fluctuating material prices, low productivity, inflationary pressure, and project financing. In a related study, Mahmood (2015) found that security issues brought on by outside sources and corruption were the main causes of cost overruns in Afghanistan. According to Nyoni (2019) investigation, the top ten most significant causes contributing to construction cost inflation include inadequate estimation of the original cost, a lack of timely reports throughout the building stage, corruption, low construction productivity, and contractual claims. Other factors are; client financial challenges, sluggish communication between parties, changes in material prices, delays in design, and inadequate site management (Sohu et al., 2018).

According to the study conducted by Khabisi, Aigbavboa, and Thwala (2016), several key factors emerged as critical, including variation orders, alterations in the project's scope, cash flow challenges faced by contractors, frequent design modifications, insufficient coordination among stakeholders, a tendency to accept the lowest bid, and inaccuracies in time and cost estimations, as well as errors. Omissions in the designs, inaccurate quantity take-off, and contractors' lack of project experience. 97% of the cost overrun of construction projects may be attributed to changes in the cost of labour and building materials (Lamptey-Puddicombe & Adu (2018). Durdyev, Omarov, Ismail, and Lim (2017) revealed three main drivers to cost overrun variables: project and cost management, project finance, and project hazard factors. Design changes during the construction phase, contractors' financing, payment delays, lack of contractors' experience, poor cost estimation, poor tendering documents, and poor material management were the main causes (Aljohani, et al., 2017). In a similar conclusion, Mulalo et al. (2018) identified poor planning, fluctuating project material prices, high banker interest rates, inflationary pressure, labour costs, poor coordination between construction agents, on-site poor financial management, and insufficient local raw material production as the causes of project cost escalation. When additional new items and work are added to items that were initially not budgeted for, Staiti et al. (2016) noted that the primary causes of changes in orders and consultant-initiated change that occur in building projects can increase construction costs. The owner typically makes the adjustments because of financial difficulties, a change a design to meet expectations.

Examining every life cycle cost can help a company choose the most suitable investment today, resulting in significant long-term cost savings. The Life Cycle Cost Analysis of the projects should be a crucial tool for project management in today's world when companies are becoming more and more concerned with funding and financial viability (Jadhav, 2017). Companies should create a financial tracking system to ensure that accounts are maintained up to date regarding each project's financial activities being documented (Nitto, 2017). Businesses must plan every project activity in terms of scope. Each project's activities ought to be determined by the project's scope. Planning aids in properly outlining objectives, creating a precise business financial plan, and identifying and estimating available and potential resources. Budgeting is a factor that is taken into account when determining project scope. Budgeting ensures sufficient liquidity to cover operating expenses without drawing on outside resources and identifies areas where a firm may invest earnings to more effectively pursue goals (Kenton, 2020). Budgeting also helps the company function with financial efficiency and reduced waste.

This results show that majority of respondents agree that the selected company's clear mission, vision statement and objectives reflects in relation to scope of work, resources, in relation to cost, contract conditions of payments during the projects execution and

the records of each project financial activity. The results in the total mean and standard deviation in the table above testify that the variables to be related to the comparing mean variable "Company has a clear mission, vision statement and objectives" with results as; 4.25, 4.55, 4.275, 4.1141, and 4.1342 respectively for scope of work, resources, in relation to cost, contract conditions of payments during the projects execution and the records of each project financial activity.

Assessing the impact of leadership traits on strategic management practices in the Ghanaian construction industry in Ghana

The reliability test conducted on the questions asked on whether leadership traits in any way influenced the implementation of strategic management principles by companies in the construction industry in Ghana. Below are the overall reliability test statistics and each item total statistics.

Table 2. Reliability Statistics.

Cronbach's Alpha	*N* of Items
0.723	11

From the results above, it is noticed that the individual test falls within the Cronbach's Alpha ($0.55 \leq \alpha < 0.7$). Hair et al. (2018) Cronbach's alpha cut-off value of 0.55. From the analysis, it may be concluded that the items used in measuring financial management practices is internally consistent in the data collection instrument. The overall standardized reliability test for the impact of strategic financial management practices on the performance of construction firms, using human capital as mediating variables can be said to be reliable. A specific Cronbach's alpha Value for each item is analysed below.

Table 3. Spear-Man's rho Correlations.

Statements		In relation to cost	Contract conditions of payments during the projects execution	Resources for projects completing is estimated
The presence of leadership lead to high performance	Correlation Coefficient	-.038	-.071	.016
	Sig. (2-tailed)	.642	.387	.843
	N	149	149	149
Leadership understands project life cycle and companies cash cycle	Correlation Coefficient	.076	-.118	-.033
	Sig. (2-tailed)	.359	.151	.691
	N	149	149	149
Leadership is effective and able to reduce conflict at project site	Correlation Coefficient	.110	.063	.043
	Sig. (2-tailed)	.182	.446	.607
	N	149	149	149
Transformational leadership - identifies need for change	Correlation Coefficient	-.135	-.158	-.051
	Sig. (2-tailed)	.100	.054	.540
	N	149	149	149
Transactional leadership style- promotes compliance, rewards and punishes personnel.	Correlation Coefficient	-.065	-.102	.120
	Sig. (2-tailed)	.433	.218	.145
	N	148	148	148
Autocratic leadership style - entails a dominant decision personality.	Correlation Coefficient	-.116	-.079	.004
	Sig. (2-tailed)	.159	.336	.964
	N	149	149	149
Leadership demonstrates high levels of ethical behavior in pursuit of organizational goals	Correlation Coefficient	-.143	-.139	-.058
	Sig. (2-tailed)	.082	.091	.482
	N	149	149	149
Leadership is effective at strategy generation and strategy execution at project site.	Correlation Coefficient	.080	-.072	.104
	Sig. (2-tailed)	.330	.381	.208
	N	149	149	149
Leadership is supportive and participative	Correlation Coefficient	-.026	-.187	.082
	Sig. (2-tailed)	.750	.022	.318
	N	149	149	149
Leadership highly motivates employees	Correlation Coefficient	.017	-.047	-.024
	Sig. (2-tailed)	.841	.573	.770
	N	149	149	149
	Correlation Coefficient	.014	-.051	.136

Leadership demonstrates a transformational leadership traits	Sig. (2-tailed)	.864	.536	.098
	N	149	149	149

The table above represents the Spear-man's rho Correlations between leadership traits and strategic financial management practices. It is observed that there is no statistically significant relationship between the variables of strategic financial management practices and leadership trait variables, except for the relationship between Transformational leadership -identifies need for change and Contract conditions of payments during the projects execution with a P value = 0.054; Leadership is supportive and participative and Contract conditions of payments during the projects execution with a P value = 0.022.

It is observed that the significant variables at P value = 0.054, the influence of leadership trait on strategic financial management practices is -0.187. It means that there is negative influence of -0.187 by Transformational leadership identifies need for change on strategic financial management practices. According to research by Jambawo (2018), transformational leadership can enhance teamwork, client care, client happiness, satisfaction with employees, employee performance, and new retention. Morally and ethically sound transformational leaders promote a positive culture and achieve favourable results. It takes moral and ethical behaviour, such as being honest and treating others with respect, for transformational leaders to be able to affect the desperately needed changes in people and organisations.

In a related study, Rebelo and Dimas (2018) found that transformational leadership has a positive relationship with teams, which in turn has a positive relationship with team learning behaviours.

This study supports the idea that transformational leadership has an indirect impact on team performance. Alsayyed, Suifan, Sweis, and Kilani (2020) found that, together with idealized influence and intellectual stimulation, transformational leadership had a substantial impact on organizational performance. Transformational leadership has a beneficial effects on a company's acquisition of high-level financial performance and the development of new products. They noted that although business owners and managers tend to give tasks more of their attention than people, executives must give changes, long-term strategies, and employees more of their attention. Leaders must have a vision, be committed to long-term goals, and be prepared to initiate and carry out change (Strukan, Nikoli, & Sefi, 2017). However, an leadership style does not require the repetition of traits like strategic thinking, emotional intelligence, adaptation/change orientation, learning, performance orientation, and group leadership (Dartey-Baah, 2015). According to Jordan, Werner, and Venter (2015), transformational leadership, organizational culture, and organizational change, results have all been found to be strongly positively correlated.

There exists a positive direct relationship between transformative leadership, information sharing, and innovation. Additionally, information exchange acts as a bridge between transformative leadership and creativity (Al-Husseini, et al., 2019). A safe team climate and transformative leadership both have favourable associations with knowledge sharing and reflection (Anselmann & Mulder 2020). Transformational leadership is concerned with fostering a sense of shared purpose among staff members by emphasizing the significance of the organization's objectives so that workers are motivated to set aside their interests and work for the good of the group. While transformational leadership has a major impact on organizational culture, it has little bearing on innovative behaviour (Rizki et al., 2019). Organizational growth is positively impacted by a transformational leader's response, encouraging behaviour. Organizational procedural fairness, trust, reliability, and commitment serve as mediating factors for this effect (Katou, 2015).

Considering P value = 0.022, the influence of "Leadership is supportive and participative on strategic financial management practices" is -.187. The coefficients point out there is negative influence of -0.187 by the leadership trait on strategic financial management practices. The review by Slemp, Kern, Patrick, and Ryan (2018) showed that perceived leader autonomy support is a significant predictor of favourable individual outcomes in workers, with correlations that are generally compatible with the ideas of self-determination theory in organizations.

Entrepreneurial leadership is more common among founder leaders than non-founder leaders by using their innovative measurement tool. Entrepreneurial leaders prioritize encouraging opportunity recognition and exploitation through their behaviour and their influence over others. They inspire others to imitate their conduct and challenge the status quo by leading by example and exhibiting entrepreneurial behaviours. Entrepreneurial leaders inspire others to experiment and learn for themselves through their enthusiasm, creativity, and vision. E-leadership is another method by which leaders promote their organizations. E-leadership has the power to assist the strategist in explaining the reasoning behind and options available for corporate strategy. To support the selected business strategy, the strategy implementer builds and implements the necessary information technology architecture and business processes. The technology architect is assisted in designing and implementing the necessary information system infrastructure by the information technology vision by the e-leader, who also provides the technological vision that supports the selected business strategy (Li et al., 2016).

The transformational leadership style has a more significant impact on employee execution than the transactional style, where the emphasis is on maintaining control. The autocratic approach is viewed as a more suitable manner when personnel are undereducated and unaware of their jobs; when they frequently interfere or abuse their authority; or when a single person is responsible for making decisions. The democratic approach is ideal when an organisation is conducting meetings for departments working on improvement and for accomplishing tasks and goals, which demands inventive problem-solving solutions. The participative method is ultimately appropriate when a business has skilled and experienced team members for inventive and creative work (Mohiuddin, 2017). Ethical leaders can enhance their staff members' work engagement and protect them from the negative consequences of burnout by fostering relationships built on trust with them. Therefore, organisations must embrace tactics that enable them to cultivate ethical leaders if they are to establish and retain a healthy workforce.

6. Conclusion

In assessing the impact of leadership traits on strategic financial management practices in the Ghanaian construction industry, Spear-man's rho Correlations between leadership traits and strategic financial management practices revealed that there is no statistically significant relationship between the variables of strategic financial management practices and leadership trait variables, except for the relationship between Transformational leadership (identifies need for change and Contract conditions of payments during the projects execution); Leadership is supportive and participative and Contract conditions of payments during the projects execution. The findings also reveal a negative influence of leadership traits on strategic financial management practices. The study concludes that there is relationship between transformational leadership and strategic financial management; Supportive and Participative leadership and strategic financial management.

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