

## **CHAPTER 5 CONCLUSION AND RECOMMENDATIONS**

After the data analysis carried out by using different analytical areas, the conclusions and the recommendations are drawn in this study. The main objective of this chapter is to provide a concise conclusion on the findings of the research. The recommendations for further studies are based on the findings of the research. These recommendations provide assistance to improve project success in offshore IT companies in Sri Lanka.

### **5.1 THE RESEARCH FINDINGS**

Data from respondents were analyzed in the form of descriptive statistics. The relationship between leadership styles and leader's characteristics towards the success of the project was examined through correlation analysis using SPSS version.

The study, explores the influence of style and characteristics of the leader towards the success of the offshore software project in the IT Industry. The results from the analyses of data collected from 54 offshore IT projects show that each project leader uses a variety of leadership styles as the occasion demands: transformational, transactional and laissez-faire. In order to achieve this objective a well structured questionnaire based on previous researches and experts' judgment was created. After carrying a careful statistical analysis in Chapter 4 has revealed that the independent variables have significant influence on the dependent variables in Transformational leadership style.

The information and data gathered from the literature review shows most of the project leaders in offshore IT companies in Sri Lanka mostly practice transformational leadership in order to increase the performance of their subordinates. At the same time in rank correlations analysis it shows there is a relationship between Laissez Faire leadership style and the project success as well. By looking at the data gathered and analyzed in this research, it is clearly showed and proved the Sri Lanka leaders in the offshore IT companies mainly practicing and applying the Transformational Leadership style in order to achieve the success of the

offshore IT projects in Sri Lanka. This is helping the leaders to bring up the hidden capabilities and strengths of their followers and achieve the success of the end project.

Further, this research identified the key characteristics that should apply and practice in Sri Lankan offshore IT companies to be followed by the followers. The main characteristics can be identified as Idealized Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Simulation.

## **5.2 THE APPLICATION OF RESEARCH FINDINGS**

The study reflected leadership styles among the Sri Lankan offshore company IT leaders concerning the project success. It also examined the outcomes and effects of these utilized styles on the project development process in terms Leadership Characteristics. In general, these facts and findings demonstrate the practicing leadership styles and characteristics of the Sri Lankan offshore IT sector leaders.

This study brings out a good source of information to the offshore IT company leaders and managers to enhance their leadership styles and practice recommended leadership characteristics to improve the performances of each subordinate in their teams. This will lead to the success of the projects they are handling and will bring out the recognition to the leaders as a successful leader in the company.

With the base of this research, there are more paths are opening to carry out the further studies in several directions. One possible direction is to expand this research by using more theoretical frameworks to measure the leadership styles and characteristics of a leader in offshore IT companies. It is necessary to use other instruments to measure leadership styles or to employ several instruments at the same time and compare the results.

Second possible direction is concentrate on more dimensions of measuring project success. The study only concentrated on project scope, project time, and project budget and project

quality to measure project management success. As a possible extension for further studies it has been recommend using DeLone and McLean Project success model in order to measure the project product and project management success of the Information technology projects in order to get a very deep analysis about the success of the IT projects. This model deeply discussed in the chapter 2.

As the third direction this study can be extended to measure the relationship of the leadership styles and the success of the projects in other industries in Sri Lanka. This will help to find out what is lacking in the styles of leaders in other industrial sectors like banking industry, garment industry.etc.

Fourthly this study should extended to the local software companies in Sri Lanka to find out the leadership styles and the characteristics that should be practiced in order to achieve project or product success in the local IT companies. This will be a very help full study in order to improve the team performance and the project success rates in IT companies.



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### **5.3 LIMITATIONS OF THE STUDY**

The study faced several limitations when carrying out this research. Among them the difficulty in finding data is foremost. Since this analysis has been carried out from the organization's point of view, it is extremely difficult to obtain confidential information related to the organization. Further, most of the offshore software companies competing with each other in the software industry and hence not ready to divulge information.

At the same time there were difficulties in gathering data from the leaders in offshore IT companies in Sri Lanka. The availability of the leaders to fill the questionnaires was problematic with their extremely busy schedules. As a solution to the problem the study used interviews to get the responses from the leaders in most of the offshore IT companies.

The prior case studies from different countries were not freely available. Further, not many analysis foundations related to this area of research can be found. The identification of leadership styles and measurements of IT project success were difficult to find. However, the study managed to obtain the services of researchers and professors who are leading in this area to overcome the non availability of information.



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