Impact of Leadership Styles on Employee Commitment – Ceres Power case study

Florin - Cristi Movilianu – 2112865

Dissertation – Proposal – LCBB6000

University of Wales Trinity Saint David

Supervisor – Dr Piyumika Kithulgoda Gamage

Table of contents

1. INTRODUCTION 3

1.1 BACKGROUND 3

1.2 PROBLEM STATEMENT 3

1.3 PURPOSE OF THE STUDY 3

1.4 AIM 3

1.5 OBJECTIVES 3

1.6 RESEARCH QUESTIONS 4

1.7 RATIONALE OF THE STUDY 4

2. LITERATURE REVIEW 4

2.1 LEADERSHIP STYLES 4

2.2 AFFECTIVE EMPLOYEE COMMITMENT 6

2.3 IMPACT OF LEADERSHIP STYLES ON AFFECTIVE EMPLOYEE COMMITMENT 6

3. RESEARCH METHODS AND METHODOLOGY 7

3.1 RESEARCH PHILOSOPHY 7

3.2 RESEARCH METHODOLOGY 7

3.3 RESEARCH PARADIGM AND APPROACH 7

3.4 RESEARCH STRATEGY 7

3.5 SAMPLING METHODS 8

3.6 DATA COLLECTION 8

3.7 DATA INTERPRETATION AND ANALYSIS 8

3.8 TIME PROSPECT OF THE RESEARCH 8

3.8 ETHICAL CONSIDERATION 9

4. CONCLUSION 9

REFERENCES 10

APPENDIX 14

1. Introduction

1.1 Background

According to research, different leadership styles have various impacts on the employee's commitment. Abasilim, Gberevbie and Osibanjo (2019) revealed a considerable beneficial link between transformational leadership and employee commitment, but transactional leadership style had a minor relationship with commitment. Puni, Hilton and Quao (2020) found that transactional leadership style has a strong beneficial influence on employee commitment. These studies demonstrate the subtle influence of various leadership styles on employee commitment, underlining the significance of context-specific inquiry to better comprehend the complex interactions between leadership behaviours and organisational commitment.

Although previous research has offered valuable insights into the relationship between leadership styles and employee commitment, there remain knowledge gaps regarding the specific effects that apply to different industries.

1.2 Problem Statement

Although previous studies have shown the influence of leadership styles on employee commitment, further investigation is necessary to offer a comprehensive understanding of the complexity of this connection, particularly in specific industries. Previous research has indicated that there are positive connections between leadership styles and commitment. However, there is very little evidence about the specific impact of various leadership styles on affective commitment in the manufacturing industry.

1.3 Purpose of the research

The purpose of the research is to examine what is the impact of different leadership styles on the affective commitment of the staff members working in the Production department of Ceres Power Ltd.

1.4 Aim

With particular attention paid to Ceres Power Ltd., this research aims to evaluate the connections that exist between various leadership styles and the subjective degree of commitment shown by employees.

1.5 Objectives

- To review the literature towards leadership styles and the affective employee commitment.
- To assess the relationship between different leadership styles and employee commitment at Ceres Power Ltd.
- To determine the most influencing leadership styles on employee commitment at Ceres Power Ltd.

➢ To offer recommendations to Ceres Power Ltd on effectively applying leadership strategies to enhance affective employee commitment.

1.6 Research questions

- What are the main findings and patterns in the existing literature about the relationship between leadership styles and affective employee commitment?
- Which particular leadership styles have the most impact on employee commitment within the organisational setting of Ceres Power Ltd?
- What are the perspectives of staff at Ceres Power Ltd on the leadership styles carried out by their supervisors or managers, and how do these views relate to their level of commitment within the organisation?
- What strategies can Ceres Power Ltd adopt to improve the impact of leadership styles in fostering strong employee commitment?

1.7 Rationale of the study

Within organisations, employee commitment is recognised to be greatly impacted by leadership styles. Studies have demonstrated that different leadership styles produce a beneficial and notable influence on the level of employee engagement (Tafesse and Irbo, 2020; HassenYimam, 2022).

Nevertheless, it is crucial to acknowledge that different leadership styles do not have an equal effect on employee commitment. Huynh and Hua (2020) observed that task-oriented leadership has a favourable influence on continuance and normative commitment, but its impact on emotional commitment is uncertain. Furthermore, several research indicate that authoritarian and laissez-faire leadership styles may have minimal impact on employee engagement (Tafesse and Irbo, 2020).

Overall, organisations aiming to improve employee engagement and performance must prioritise understanding the complex nature of different leadership styles and how they affect employee commitment.

2. Literature review

In their definition of leadership, Donkor, Appienti and Achiaah (2021), state that it consists of using methods of indirect influence to mould a team's or the business's goals, inspire behaviour in the direction of those targets, and assist in establishing collective or organisational culture. Leadership involves inspiring others to work actively towards shared goals.

2.1 Leadership styles

The Trait Theory of Leadership suggests that leaders possess natural qualities that set them apart from non-leaders, with a particular emphasis on elements such as intellect, social skills

and temperament (Yue, 2020; Bastola, 2020). In the early 20th century, preliminary research focused on identifying certain characteristics linked to effective leadership. However, this approach received criticism because of inconsistent results and a lack of clarity on the importance of these attributes (Funk, 2022). Nevertheless, subsequent studies have emphasised the significance of qualities such as assertiveness, empathy, flexibility, and strategic thinking in successful leadership (Verawati and Hartono, 2020). Furthermore, Leadership Trait Analysis focuses on the significance of individual decision-makers personalities and leadership styles in influencing the results of foreign policy (Fouquet and Brummer, 2022).

Behavioural theories are essential in determining the efficacy of leadership in organisational environments. These concepts highlight the importance of particular behaviours in determining good leadership, rather than relying only on natural traits (Toxirovna, 2023).

Autocratic leadership is described as a style of leadership that occurs when the leader takes decisions on their own, without seeking feedback from people around them. This typically results in a lack of satisfaction among members (Ahsan and Khalid, 2023). Democratic leadership, in contrast, involves the collaborative process of making decisions, cultivating favourable coach-athlete connections, and increasing team member satisfaction and motivation (Jin *et al*., 2022). Laissez-faire leadership is characterised by a non-interventionist strategy, whereby the leader offers minimal supervision. This can harm team performance and the confidence of members (Nshimirimana and Kwizera, 2023).

The Contingency Theory of Leadership, which developed in the 1960s, highlights the absence of a universally optimal approach to leading an organisation. Instead, it says that the efficacy of leadership is dependent on the specific circumstances at hand (Permatasari and Mahyuni, 2022). Moreover, contingency theories emphasise the need of taking into account contextual circumstances when assessing the efficacy of leadership. Leaders are recommended to modify their leadership approaches to align with the specific requirements of various circumstances, such as effectively managing crises like the COVID-19 pandemic (Chong and Duan, 2022).

The Hersey-Blanchard Situational Leadership Model and servant leadership are two separate leadership models that possess distinct attributes. The Hersey-Blanchard Situational Leadership Model, put together by Hersey and Blanchard in 1969, highlights the significance of adjusting leadership approaches according to the team members maturity level and the unique demands of tasks (Xuecheng and Iqbal, 2022). The concept proposes that there is no universally applicable leadership style and that successful leadership requires adapting behaviours to match the specific circumstances (Rodić and Marić, 2021).

Unlike the Hersey-Blanchard model, servant leadership places importance on qualities like as modesty, honesty and interpersonal acceptance, which are not directly addressed in the previous

model (Xie, 2020). Servant leadership functions by fulfilling the needs of followers, cultivating employee engagement in their jobs and encouraging behaviours that benefit the organisation (Nichols, D. Anderson and Erakovich, 2020).

2.2 Affective Employee Commitment

Meyer and Allen's three-components model is currently the most frequently recognised framework in research. Affective commitment relates to the psychological connection, loyalty and engagement of an individual towards an organisation. On the other hand, continuous commitment is characterised by a lack of emotional attachment, where individuals remain committed to the organisation primarily due to the advantages and incentives they receive, as they are motivated to maintain their accomplishments and status. Normative commitment, as the third component, relates to the employee's connection with the organisation that originates in their professional principles, loyalty and moral dedication (Khadija Hiba, 2023)

Affective commitment is the emotional bond and feeling of belonging that workers experience towards their organisation (Alves *et al*., 2020). This emotional bond leads to favourable sentiments towards the organisation and an inclination to stay affiliated with it (Morrissette and Kisamore, 2020). Research conducted by Saira *et al.* (2020) has demonstrated that affective commitment has a beneficial effect on work satisfaction, reduces turnover intention and fosters a sense of loyalty among employees.

Organisations gain value from individuals who possess a strong affective commitment since they are more inclined to make significant contributions, invest more energy, and display improved performance (Estigoy and Sulasula, 2020). In addition, affective commitment has an impact on employee engagement, work performance, and organisational citizenship behaviour, as stated by Syadina, Purnamo and Anggraeni (2019).

2.3 Impact of leadership styles on Affective Employee commitment

To evaluate the influence of leadership theories on the affective commitment of employees, we may get valuable knowledge from a range of research studies. Studies have found a positive association between behavioural theories, such as transformational leadership, and increased levels of emotional commitment in workers (Nguyen *et al.*, 2020).

Furthermore, studies have indicated that leadership styles can encourage favourable conduct among employees, resulting in higher emotional attachment and dedication (Aranha, Thomas and Saldanha, 2019).

Additionally, researchers have investigated the role of affective commitment in mediating the connection between different factors, such as organisational equity, confidence building and ethical leadership. These studies have highlighted the significance of affective commitment in improving employee outcomes (Waribo *et al.*, 2019; Xue *et al*., 2021).

3. Research Methods and Methodology

Choosing an appropriate sampling method during a research study on the impact of leadership styles on employee commitment necessitates an in-depth plan. Saunders' research onion offers a systematic framework for developing research methods (Rauniyar *et al*., 2022). In the context of investigating the link between leadership styles and employee commitment, a quantitative data-gathering strategy may be useful.

3.1 Research Philosophy

Inspired by thinkers like Descartes and Locke, positivism has its roots in the Enlightenment era of the 17th and 18th centuries. Positivist research aims to establish connections between variables or explicable connections that will allow someone to manage and anticipate the particular occurrence under study (Park, Konge and Artino, 2020).

Positive philosophy will be the centre of the research.

3.2 Research Methodology

Measuring volumes is the basis of quantitative research. It works for things that have a quantitative explanation. In contrast, qualitative research focuses on descriptive events, meaning they are related to or involve quality or type (Kothari, 2004, pp. 1–4).

This study utilises a quantitative research methodology, adopting a survey questionnaire as the primary data-gathering instrument. The study aims to examine the viewpoints of individuals to determine the influence of leadership styles on employee affective commitment.

3.3 Research Paradigm and Approach

Positivism is in agreement with the deductive model of scientific findings, which relies on the testing of theories that are established beforehand and experimentation through the operationalization of variables and measurements. The outcomes of the hypothesis assessment are then utilised to gain knowledge and understanding (Park, Konge and Artino, 2020).

The research will utilise a deductive method to determine the impact of leadership styles on employee commitment, based on the findings from the literature review. This will be achieved by analysing the obtained data.

3.4 Research Strategy

According to Johannesson and Perjons (2014) to provide more specific direction on data collecting and analysis, research methodologies must be added to a research strategy, which is crucial for directing a researcher during the design, implementation and monitoring phases of a project. Specific guidelines on how to perform the investigation are provided by research methodologies, which include questionnaires, interviews and methods of statistical analysis.

This research will utilise a questionnaire that comprises three sections: one for gathering demographic variables (such as gender and age), another for identifying the observed leadership style, and a final component for measuring employee commitment.

3.5 Sampling methods

Probability sampling approaches are the most suitable sampling method for investigating the Impact of Leadership Styles on Employee Commitment. Probability sampling approaches, such as stratified sampling, offer reliable representation across several organisational levels and departments (Agung, Mohyi and Nurhasanah, 2021). The stratified sampling approach enables an expanded view of how different leadership styles influence employee commitment at various organisational levels.

The individuals who were of interest were those who worked in a manufacturing firm located in the United Kingdom. To conduct this study, Ceres Power Ltd was chosen aim to utilise a sample size of 100 employees.

3.6 Data collection

A questionnaire is used to gather data and it is done online using Microsoft Forms. The participants are given the link to the questionnaire, which allows them to complete it. In the beginning, the research author made contact with the production leader of Ceres Power Ltd, Redhill, as well as the representative of Human Resources, who approved collecting data from employees within the operational department.

Additionally, I have obtained permission to utilise Ceres Power's internal communication channels as an instrument to distribute the questionnaire, without incurring any costs for the author.

3.7 Data interpretation and analysis

Idha *et al.* (2022) highlights the standard procedures for quantitative research, which include problem definition, hypothesis or research question formulation, literature review and quantitative data analysis.

The data analysis approaches in quantitative research involve the objective utilisation of statistical tools to analyse the gathered numerical data (Putri, Hadi and Izzah, 2021). Regression analysis is a widely used quantitative analytical instrument that will measure the connection between independent factors, such as various leadership styles, and dependent variables, such as employee commitment.

3.8 Time prospect of the research

The author will undertake the research during a ten-week period beginning in June. For the purpose of keeping track of all of the processes involved in this research, a Gantt chart, which can be seen in Appendix 1, was constructed.

3.8 Ethical consideration

The researcher will get informed permission from the participants, ensuring that they are fully aware of all aspects of the study and that no information regarding the use of their data will be concealed from them. The participant's identity and confidentiality will be maintained, and their names and identities will not be disclosed unless they provide their consent.

4. Conclusion

Leadership styles and their effects on employee commitment is a complex subject, particularly when it comes to the manufacturing sector. The purpose of this research is to analyse how various leadership styles influence the affective commitment of Ceres Power Ltd.'s employees. While there is some evidence that leadership styles do have an impact on commitment, not much is known about how various styles of leadership influence affective commitment.

References

Abasilim, U.D., Gberevbie, D.E. and Osibanjo, O.A. (2019) 'Leadership Styles and Employees' Commitment: Empirical Evidence from Nigeria', *SAGE Open*, 9(3), p. 215824401986628. Available at: https://doi.org/10.1177/2158244019866287.

Agung, A.D., Mohyi, A. and Nurhasanah, S. (2021) 'The Effect of Leadership Style and Employee Satisfaction on Employee Commitment of UMM Hospital Malang', *Jamanika*, 1(1), pp. 64–69. Available at: https://doi.org/10.22219/jamanika.v1i1.16074.

Ahsan, M.J. and Khalid, M.H. (2023) 'Laissez-Faire Leadership', *Leadership Approaches in Global Hospitality and Tourism*, pp. 61–72. Available at: https://doi.org/10.4018/978-1-6684-6713-8.ch004.

Alves, P. *et al.* (2020) 'Strategic Talent Management: The Impact of Employer Branding on the Affective Commitment of Employees', *Sustainability*, 12(23), p. 9993. Available at: https://doi.org/10.3390/su12239993.

Aranha, R., Thomas, M. and Saldanha, A. (2019) 'Impact of Transformational Leadership on the Affective Commitment of Employees in the Service Sector', *International Journal of Recent Technology and Engineering*, 8(4), pp. 1388–1393. Available at: https://doi.org/10.35940/ijrte.d7345.118419.

Bastola, D. (2020) 'The Trait Theory of Leadership and The Eight-Fold Noble Path as Buddhist Leadership Paradigm: A Stark Scrutiny', *Research Nepal Journal of Development Studies*, 3(2), pp. 24–37. Available at: https://doi.org/10.3126/rnjds.v3i2.34456.

Chong, J. and Duan, S.X. (2022) 'Riding on the Waves of the COVID-19 Pandemic in re-thinking organizational design: a contingency-based Approach', *Journal of Strategy and Management*, 15(4), pp. 628–646. Available at: https://doi.org/10.1108/jsma-07-2021-0142.

Donkor, F., Appienti, W.A. and Achiaah, E. (2021) 'The Impact of Transformational Leadership Style on Employee Turnover Intention in State-Owned Enterprises in Ghana. The Mediating Role of Organisational Commitment', *Public Organization Review*, 22, pp. 1–17. Available at: https://doi.org/10.1007/s11115-021-00509-5.

Estigoy, E. and Sulasula, J. (2020) 'Factors Affecting Employee Commitment in the Workplace: An Analysis', *Journal of Education and Practice*, 11(27), pp. 160–171. Available at: https://doi.org/10.7176/jep/11-27-19.

Fouquet, S. and Brummer, K. (2022) 'Profiling the personality of populist foreign policy makers: a leadership trait analysis', *Journal of International Relations and Development*, 26(1). Available at: https://doi.org/10.1057/s41268-022-00270-2.

Funk, P. (2022) 'Leadership theories traits into the situational leadership model', *Leadership theories traits into the situational leadership model* [Preprint]. Available at: https://doi.org/10.14293/s2199-1006.1.sor-.ppqzril.v1.

HassenYimam, M. (2022) 'Impact of leadership style on employee commitment in Bahir Dar University, Ethiopia', *Teaching Public Administration*, 41(3), pp. 303–318. Available at: https://doi.org/10.1177/01447394211058079.

Huynh, T.N. and Hua, N.T.A. (2020) 'The relationship between task-oriented leadership style, psychological capital, job satisfaction and organizational commitment: evidence from Vietnamese small and medium-sized enterprises', *Journal of Advances in Management Research*, 17(4), pp. 583–604. Available at: https://doi.org/10.1108/jamr-03-2020-0036.

Idha, A. *et al.* (2022) 'An epistemological review of 150 research in last three years (2018-2020)', *Journal of English for Academic and Specific Purposes*, 5(1), pp. 271–286. Available at: https://doi.org/10.18860/jeasp.v5i1.16579.

Jin, H. *et al.* (2022) 'Effects of leadership style on coach-athlete relationship, athletes' motivations, and athlete satisfaction', *Frontiers in Psychology*, 13(1). Available at: https://doi.org/10.3389/fpsyg.2022.1012953.

Johannesson, P. and Perjons, E. (2014) 'Research Strategies and Methods', *An Introduction to Design Science*, pp. 39–73. Available at: https://doi.org/10.1007/978-3-319-10632-8_3.

Khadija Hiba (2023) 'The Correlation Between the Principal's Leadership Style and the Commitment of Teachers in Arab Schools in Israel', *Valahian Journal of Economic Studies*, 14(2), pp. 1–14. Available at: https://doi.org/10.2478/vjes-2023-0011.

Kothari, C.R. (2004) *Research Methodology: Methods & Techniques*. 2nd ed. New Delhi: New Age International (P) Ltd., Publishers, Cop, pp. 1–4.

Morrissette, A.M. and Kisamore, J.L. (2020) 'A Meta-Analysis of the Relationship between Role Stress and Organizational Commitment: the Moderating Effects of Occupational Type and Culture', *Occupational Health Science*, 4, pp. 23–42. Available at: https://doi.org/10.1007/s41542-020-00062-5.

Nguyen, H.D. *et al.* (2020) 'An Empirical Study of Affective Commitment: the Case of Machinery Enterprises in Hochiminh City', *Organizations and Markets in Emerging Economies*, 11(22), pp. 429–455. Available at: https://doi.org/10.15388/omee.2020.11.41.

Nichols, T., D. Anderson, T. and Erakovich, R. (2020) 'Servant and transformational leadership: a supply chain management perspective', *Journal of Management and Science*, 10(2), pp. 38–49. Available at: https://doi.org/10.26524/jms.2020.2.8.

Nshimirimana, J. and Kwizera, E. (2023) 'Leadership Styles and its effect on Performance of Commission Nationale Indépendante des droits de l' Homme', *British Journal of*

Multidisciplinary and Advanced Studies, 4(2), pp. 31–39. Available at: https://doi.org/10.37745/bjmas.2022.0148.

Park, Y.S., Konge, L. and Artino, A.R. (2020) 'The Positivism Paradigm of Research', *Academic Medicine*, 95(5), pp. 690–694. Available at: https://doi.org/10.1097/ACM.0000000000003093.

Permatasari, M.G. and Mahyuni, L.P. (2022) 'Crisis management practices during the COVID-19 pandemic: The case of a newly-opened hotel in Bali', *Journal of General Management*, 47(3), pp. 180–190. Available at: https://doi.org/10.1177/03063070211063717.

Puni, A., Hilton, S.K. and Quao, B. (2020) 'The interaction effect of transactional-transformational leadership on employee commitment in a developing country', *Management Research Review*, 44(3), pp. 399–417. Available at: https://doi.org/10.1108/mrr-03-2020-0153.

Putri, A.F., Hadi, M.S. and Izzah, L. (2021) 'Analysis the Influence of Online Learning on Students' Learning Enthusiasm', *JETL (Journal of Education, Teaching and Learning)*, 6(1), p. 90. Available at: https://doi.org/10.26737/jetl.v6i1.2312.

Rauniyar, K. *et al.* (2022) 'Risk management of supply chains in the digital transformation era: contribution and challenges of blockchain technology', *Industrial Management & Data Systems*, 123(1). Available at: https://doi.org/10.1108/imds-04-2021-0235.

Rodić, M. and Marić, S. (2021) 'Leadership style and employee readiness: Basic factors of leadership efficiency', *Strategic Management*, 26(1), pp. 53–65. Available at: https://doi.org/10.5937/straman2101053r.

Saira, S. *et al.* (2020) 'Training effectiveness and employee outcomes: a study of an Australian manufacturing organization', *European Journal of Training and Development*, 45(4/5), pp. 30–319. Available at: https://doi.org/10.1108/ejtd-03-2020-0052.

Syadina, K.P., Purnamo, R. and Anggraeni, A.I. (2019) 'The Impact of Transformational Leadership and Perceived Organizational Support on Organizational Commitment: The Mediating Role of Employee Engagement', *Journal of Research in Management*, 1(4), pp. 12–23. Available at: https://doi.org/10.32424/jorim.v1i4.54.

Tafesse, A.B. and Irbo, M.M. (2020) 'The impact of leadership styles on employee commitment in Madda Walabu University', *African Journal of Business Management*, 14(9), pp. 291–300. Available at: https://doi.org/10.5897/ajbm2018.8603.

Toxirovna, S.U. (2023) 'ANALYSIS AND CHARACTERISTICS OF BEHAVIORAL LEADERSHIP THEORIES', *American Journal Of Social Sciences And Humanity Research*, 03(05), pp. 23–28. Available at: https://doi.org/10.37547/ajsshr/volume03issue05 -06.

Verawati, D.M. and Hartono, B. (2020) 'Effective Leadership: From The Perspective of Trait Theory and Behavior Theory', *Jurnal Riset Ekonomi Manajemen (REKOMEN)*, 4(1), pp. 13–23. Available at: https://doi.org/10.31002/rn.v4i1.2147.

Waribo, Y. *et al.* (2019) 'Assessing employee commitment as a function of organisational justice in Nigeria's corporate affairs commission', *IJASOS- International E-journal of Advances in Social Sciences*, 5(14), pp. 860–877. Available at: https://doi.org/10.18769/ijasos.592341.

Xie, L. (2020) 'The impact of servant leadership and transformational leadership on learning organization: a comparative analysis', *Leadership & Organization Development Journal*, 41(2), pp. 220–236. Available at: https://doi.org/10.1108/lodj-04-2019-0148.

Xue, B. *et al.* (2021) 'Ethical leadership and employee information security policy (ISP) violation: exploring dual-mediation paths', *Organizational Cybersecurity Journal: Practice, Process and People*, 1(1), pp. 5–23. Available at: https://doi.org/10.1108/ocj-02-2021-0002.

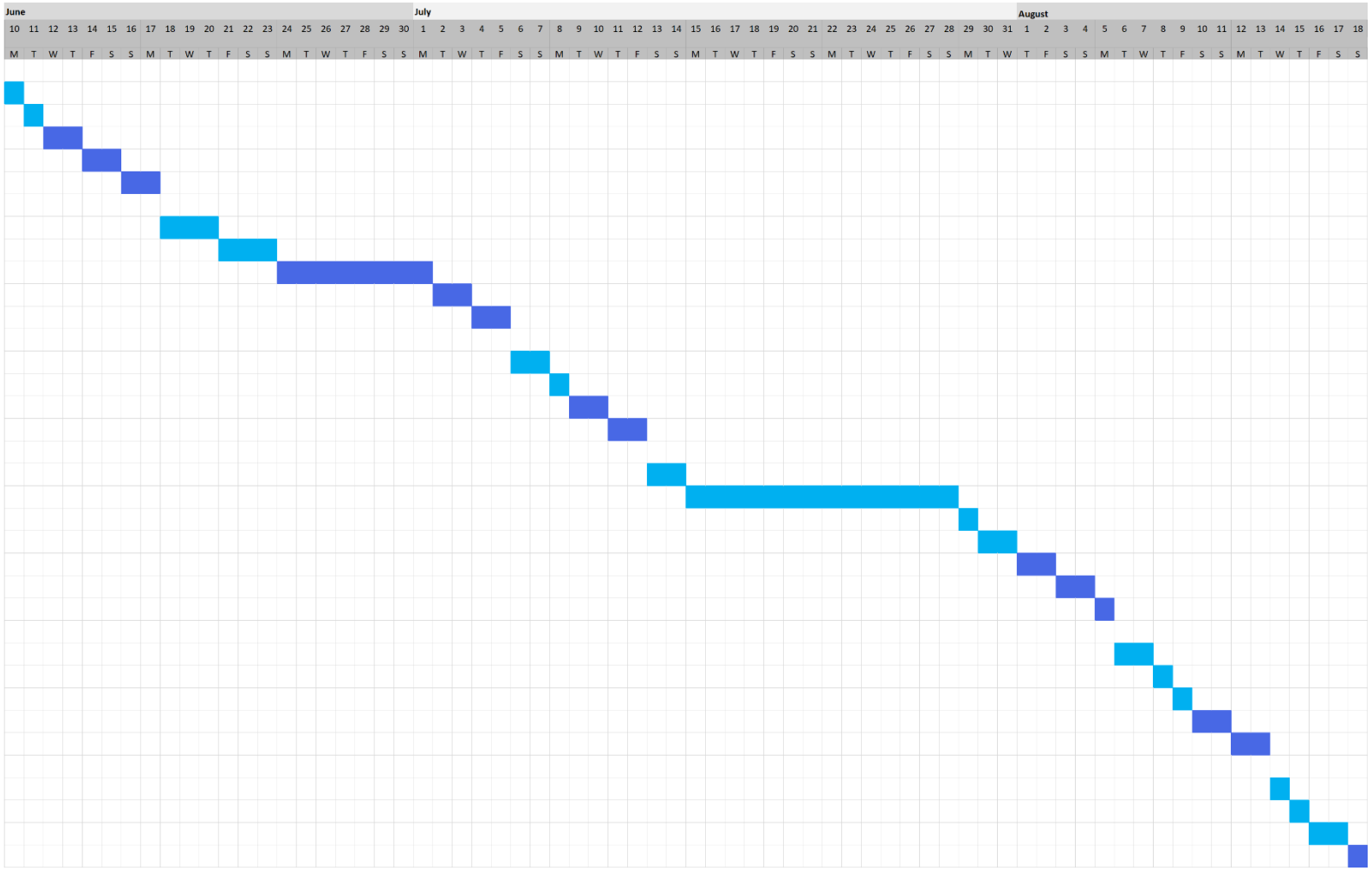
Xuecheng, W. and Iqbal, Q. (2022) 'Managerial Networking and Frugal Innovation: Situational Leadership Perspective', *Frontiers in Psychology*, 13. Available at: https://doi.org/10.3389/fpsyg.2022.948530.

Yue, Q. (2020) 'A Review on the Development of Trait Theory of Leadership'. Available at: https://doi.org/10.23977/ICEIPI2020045.

Appendix

Appendix 1 *Dissertation timeline* (created by author)

Impact of Leadership Styles on Employee Commitment

Supervisor: Dr Piyumika Kithulgoda Gamage
Florin Movilianu
Project start date: 10th June 2024

Milestone description	Start	Days
Introduction		
Background of the study and problem statement	10/6/24	1
Aims and objectives	11/6/24	1
Research questions and methodology	12/6/24	2
Submit to supervisor for review	14/6/24	2
Finalize introduction section	16/6/24	2
Literature review		
Materials selection	18/6/24	3
Read and synthesize	21/6/24	3
Write literature review	24/6/24	8
Submit to supervisor for review	2/7/24	2
Finalize literature review section	4/7/24	2
Research Methods and Methodologies		
Method selection	6/7/24	2
Create ethical statement	8/7/24	1
Submit to supervisor for review	9/7/24	2
Finalize methodology section	11/7/24	2
Data analysis and discussion		
Design the online questionnare	13/7/24	2
Submit the questionare to collect data	15/7/24	14
Review results	29/7/24	1
Analyze the results	30/7/24	2
Write up data analysis section	1/8/24	2
Submit to supervisor for review	3/8/24	2
Finalize data analysis and discussion section	5/8/24	1
Conclusion and recommendations		
Draft the conclusions	6/8/24	2
Write up conclusion	8/8/24	1
Write up the recommendations	9/8/24	1
Submit to supervisor for final review	10/8/24	2
Finalize conclusion and recommendations	12/8/24	2
Final draft		
Check for errors	14/8/24	1
Final prof reading	15/8/24	1
Compile references, bibliography and appendix	16/8/24	2
Submit dissertation	18/8/24	1