

Everyone's Smart University

Project (Spring 2021)

Student Name	Mohammed Yahya Alharbi	اسم الطالب
Students I.D	2021201943	الرقم الجامعي

Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructor's Name: **Dr. Sara Adel**

How Leadership Styles & Motivation affects The Organization

1. Introduction:

Leadership is an important subject that each and everyone of us must study and understand it as its proven nowadays that it can be learned unlike the old days where they believed that leaders are born, not made (Great man theory), which assumes that the capacity for leadership had inherent characteristics. In modern era these characteristics are classified as soft skills, easy to learn and acquire. Also, there are many leadership styles that you can learn and adopt as you see fit for your organization. There are seven most common styles, and they are Affiliative, Autocratic, Coaching, Democratic, Laissez-faire, Pacesetter, and transformational leadership style. With each style you can choose an influence and a motivator in order to get the best out of your team. So basically, leadership is an art of leading a group of people and influencing that group to achieve its common goals.

Different leadership styles can affect the organization's performance. Leadership styles affect the employee productivity and performance. It's important to choose the right leadership style to adopt. Many factors should be considered when choosing including employee current performance, level of skills, personalities and many others. Another important point is to measure the employee satisfaction after adopting one of the leadership styles. Motivation plays a big role in satisfying the needs of the team members.

This research will deal with the two problems that I have seen within my organization. The first is that autocratic leadership style is not working very well because the morale is low, and productivity is constantly decreasing. The second is the fact that motivators, if not properly applied, it can send the wrong message and create frustrating unintended consequences. In this research it is concluded that organizational performance is affected by the leadership style and the motivation.

2. Literature Review:

2.1 Leadership

Leadership is the art of getting someone else to do something you want done because he wants to do it [1]. Leader seeks the voluntary participation of employees in order to reach organizational goals. A leader tries to maximize the effort of others towards achievement of organizational goals.

2.2 Autocratic Leadership Style

It is a leadership style where the leader is in control over all decisions and with little input from his team. Autocratic leaders basically make choices relying on their ideas and judgement while rarely accepting any advice from followers. Primary characteristics of autocratic leaders include:

- Little or no inputs from their team.
- They make all the decisions.
- Leader dictate work methods and processes.
- Team members are rarely trusted with important tasks or decisions.

Autocratic leadership style is beneficial when decisions need to be made quickly with no consultation, when the leader is the most knowledgeable member, or when the project requires strong leadership in order to get things accomplished efficiently. For example, in military conflicts autocratic leadership style is best for leading for fast decision are required while allowing the team to become highly skilled in certain duties because they are not stressed by big decisions. The table below show the pros and cons of autocratic leadership style.

Pros	Cons
1. Can achieve result quickly. 2. Quick decision making. 3. Focused Target. 4. Good for emergencies. 5. Maintain order and descilpe.	1. Strong, dominating leader. 2. Can cause poor morale. 3. Individuals innovation and information are not used, so benefits of collaboration is lost.

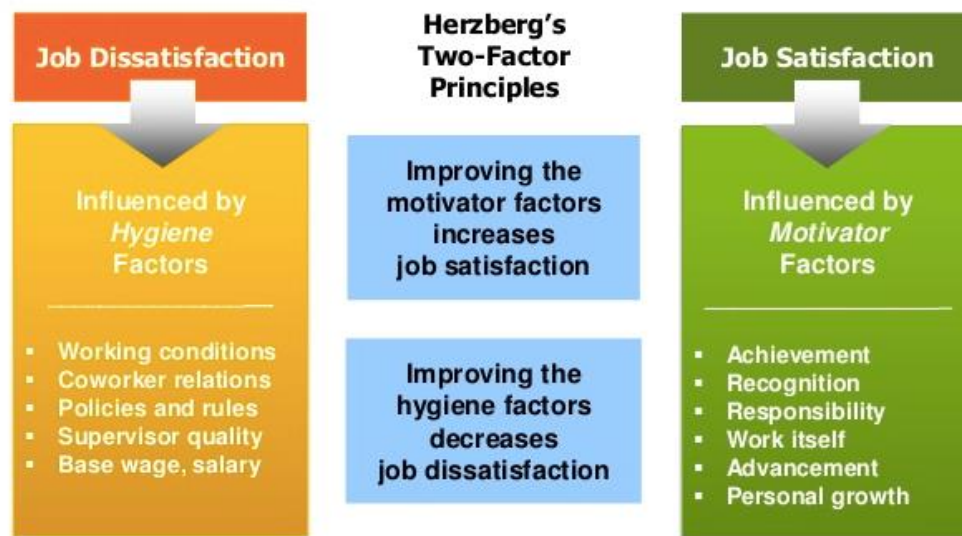
2.3 Motivation

Motivation is something that moves the person to action, and continues him in the course of action already initiated. Zafar and Raja (2015) state that leadership is the ability to motivate others to contribute towards the effectiveness and success of the group [2]. Motivation allows you as a leader to meet or even exceed your own organizational goals. It has three key elements, and they are energy, effort, and persistence. There are many theories that talk about motivation and employee satisfaction like Maslow Hierarchy of Needs, Herzberg's Two Factor Theory, and McClelland's Three Needs Theory.

2.4 Herzberg's Two Factor Theory

Frederick Herzberg theory proposes that there are:

- Intrinsic factors related to job satisfaction (Motivators). These are the factors that motivate you, but they will not work until you eliminate the hygiene factors.
- Extrinsic factors related to job dissatisfaction (Hygiene Factors). The hygiene factors are your rights, but they do not motivate you but may cause dissatisfaction if not given.



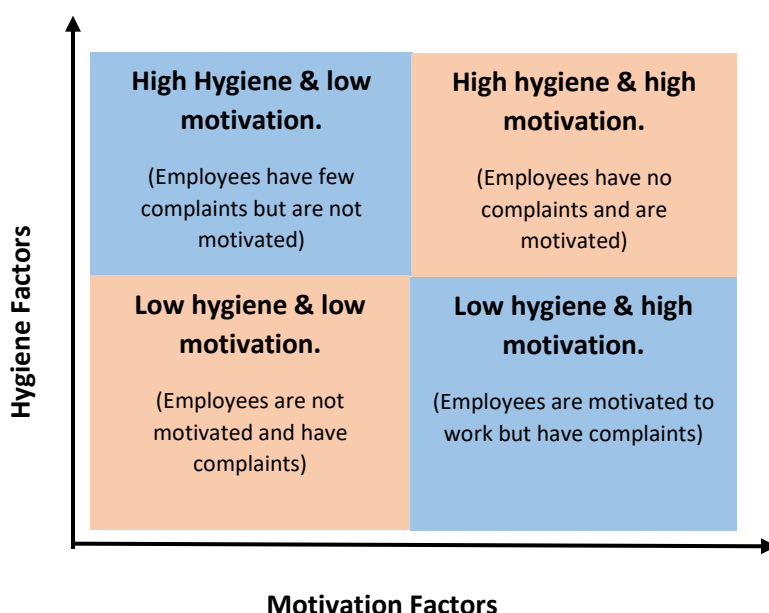
Herzberg's Two Factor Theory

3. Methodology

The research uses quantitative data for measuring how effective leadership style is based on productivity, and qualitative data for measuring the current employee satisfaction based on Herzberg's Two Factor Theory. By accessing the productivity reports and meeting with team members.

For measuring the effectiveness of the leader with the management of the team I have used performance reports sent from my department. The reports show a decrease in productivity as the error rate used to be less than 2%, now it's more than 4% and still decreasing. There seems to be a poor working environment, the leader takes credit when the job gets done and does not give credit to the team, lack of innovation and creativity. It's important to mention that the (-2%) error rate was with the previous leader who adopted democratic leadership style.

As for motivation and satisfaction I have sat with most of the team members and asked them how they feel about their organization. Also, monitoring and overseeing employees' attitude in the workplace. And applied Herzberg's theory using this matrix.



What is interesting about Herzberg's theory is that addressing the causes of dissatisfaction does not automatically create satisfaction. In fact, increasing satisfaction is a two-step process. First, eliminating the hygiene factors and then focusing on the motivators that make people happy at work. The result here is that most employees have low salaries, high supervision, and working conditions that makes them work at noon out in the sun with no proper equipment. As for motivation factors they do not receive recognition and no clear career path which means no growth. So, most of the team are in the low hygiene and low motivation. For the organization to motivate employees and get better productivity they have to eliminate the hygiene factors and focus on giving them the motivation factors.

4. Results and Discussion

The leadership style affects the team's performance. For this department we have a very skilled team members every one of them has a certificate and experience in his specialization, but with autocratic leadership they are just taking orders and follow instructions with no room for creativity and innovation. The team's morale is low, and performance and productivity are constantly decreasing which means this type of leadership is not working well with them.

Herzberg's Two-Factor Theory application shows that the hygiene factors still need to be eliminated in order to move to motivators and get the best performance from the team.

5. References

1. Dwight D. Eisenhower, leadership.
2. Bouckenooghe, Zafar & Raja (2015) "How ethical leadership shapes employees"
3. Dr.Sara Adel PMG511 course. (CH3 & CH8)
4. PMP من الآخر by Ashraf Othman (2021)