

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

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

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

YOUR MISSION:

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

What you have to do:

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

Dr. Sara Adel

تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- مقدمة: بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- دراسات علمية سابقة: تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- المنهجية وطريقة البحث: بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- النتائج ووصف المناقشة حول النتائج الرئيسية للبحث: شرح مفصل للمشكلة محل الدراسة.
- المراجع: تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجلات المحكمة أو المواقع المستخدمة للبحث.
- الملحقات (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

The Impact of Leadership Skill on Project Success in Eastern Health Cluster Organization

1. Introduction

Leadership is a popular subject with a long history of interest and diversity of definitions. Almost 40 years ago, Stogdill (1974) noted “there are almost as many different definitions of leadership as there are persons who have attempted to define the concept” (Shaver, E., 2014).

A leader is one who selects, trains, equips, and influences follower(s) who have diverse abilities, skills, and gifts and causing them to expend their energy willingly and enthusiastically in a concentrated effort to achieve the organizational mission and goals (Winston, B.E. & Patterson, K., 2006). Leadership is not management and has nothing to do with titles or one’s position in the hierarchy of a company. Leadership is a process of social influence on people to maximizes their efforts towards the achievement of a goal (Kruse, K., 2015).

Leadership is the key factor in directing the organization towards the goal accomplishment. Leaders set goals and lead their followers in achieving them. It is necessary that the leadership style is compatible with the motivational needs of the followers to be effective. It been known from experience that that leadership and motivation are in a mutual interrelation - the most motivated leadership have the most motivated followers and vice versa. Accordingly, there is a relationship between leadership style and followers’ motivational needs towards delivering high performances. The term *motivation* is inherent in the definition of leading, leadership and leadership style. Specifically, motivation is defined as formation of goal-oriented behavior (Buble, M., Juras, A. i Matić, I., 2014). The purpose of this research is to answer the question: Does motivation influence managers’ leadership style?

2. Literature Review and Conceptual framework

1. Leadership

There are many interested leadership definitions: "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (Northouse, 2010, p. 3). "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (Northouse, 2010, p. 3) (Winston, B.E. & Patterson, K., 2006). the simplest definition of leadership: "having followers". Moreover, many relates the leadership to the person while, others define it as process. Some define leadership by a positional approach, while others relate the leadership to the ability to get some achieve a goal which is a result approach. Eventually, leadership can be defined as person or process or position or result. Nevertheless, how we define leadership has important consequence for how the organization work or do not work (Grint, K., 2010).

One of the most comprehensive leader definitions: "A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives" (Winston, B.E. & Patterson, K., 2006).

The leader influences his follower(s) by conveying the future vision in clear way that can interpret, understand, and resonates with the follower(s) beliefs and values. The leader achieves this by empowering the personal development of the follower using ethical means. The leader recognizes the uniqueness of the person within the diversity of the follower(s) and achieves unity of common values and directions. In this process, the leader enables the follower(s) innovation through providing what each follower(s) needs within the organization resources ex. education, training, and support. The leader accomplishes this by building integrity, trust, and self-worth with the followers that make them ready to take risks in decisions making in order to accomplish organizational goals (Winston, B.E. & Patterson, K., 2006).

2. Theoretical Concepts of Leadership

Numerous of leadership theories have been developed. In the 19th century, Great Man Theory and Trait Theory were introduced. During the first half of the 20th century, contingency theory or situational theory was established. Whilst around 1940s, behavior theory was created. at the end of the 20th century, two theories were developed, the transactional theory, and the transformational theory (Khan, Z., 2016).

Great-Man Theory is the first introduced theory by Carlyle. He claimed that great men were born, not made. Then Trait Theory added the necessities of physical traits and personality characteristics to the leaders whether leadership traits were genetic or acquired. The theory of contingency challenges that there is no one perfect way of leading. It recommends that no leadership style is precise as a stand-alone as the style used depends on the factors such as the quality, situation of the followers. On the other hand, Style and Behavior Theory acknowledges that each individual has a distinct style of leadership and certain necessary leadership skills. by the late 1970s and early 1980s, Transactional Theory was introduced. It focused on the interactions between the followers and leaders. The transactional theory was “based on reciprocity where leaders not only influence followers but are under their influence as well”. The latest introduced theory is Transformational Theory. It distinguishes itself from the rest of the previous theories. They visionary leader who create the future vision, transform their followers by motivating them and offer their need towards the change (Khan, Z., 2016).

3. Leadership styles

a. Transformational Leadership styles:

Transformational leadership style concentrates on transform the followers by motivating and developing them and offer their need towards the change (Nanjundeswaraswamy T. S. & Swamy D. R, 2014). It links the organizational level with the positive targeted outcome. Transformational leaders have a high priority relationship with their followers. They meet their needs for personal growth and empowerment to achieve the desired goal.

Cummings et al., (2010) observed that “leaders who practiced relational and transformational styles had better quality outcomes” (Khan, Z., 2016).

b. Transactional leadership styles:

Transactional leadership style motivates followers through exchange by playing an exchange role between managers and followers. This style focus on task completion (Nanjundeswaraswamy T. S. & Swamy D. R, 2014). Transactional leadership style comprises two components: management-by-exception (active) and management-by-exception (passive). Both styles differ from situation to situation. Management by Exception (Active): This type of leadership does not inspire workers to achieve beyond expected outcomes. Leaders trust the followers but with poor communication. Management by Exception (Passive). In this transactional Leadership style leaders fail to provide the goal and sometimes waits for things to go worst before acting (Khan, Z., 2016).

4. Motivation

The term motivation is inherent in the definition of leading, leadership and leadership style. Specifically, motivation is defined as formation of goal-oriented behavior. Motivation is about encouraging people to achieve individual, group, and organizational goals. Many theories of motivation have been developed throughout the history emphasis on various dimensions of behaviors. Abraham Maslow, with his hierarchy of needs theory, is considered an architect of these theories on which many other authors inspire from to build their own theories of motivation. Maslow proposed that within every person is a hierarchy of five needs: Physiological needs, Safety needs, Safety needs, Esteem needs, and Self-actualization needs. Maslow suggested that each level must be substantially satisfied before the next need becomes necessary. The second author who particularly stand out with his theory is Herzberg's theory. The theory identifies two groups of factors for motivation, intrinsic and extrinsic. Intrinsic motivation derives from the individual inner-self for productivity and achievement. Extrinsic motivation comes from the outside of the individual which results in social reward. The most talented and innovative employees are motivated by – their intrinsic motivation – the work they do which lead to high performance

behavior to reach organization goals. leaders must understand that when motivating similar needs of individuals and apply certain rules and rewards, different followers can react in different ways by either motivate or demotivate them. Therefore, in order to achieve organizational success and promote higher work performances, leaders can use motivational techniques and satisfy the followers needs. Eventually, the motivation appears as one of the most important functions of leadership (Buble, M., Juras, A. i Matić, I., 2014).

5. Leadership and Motivation

The organization success depends on its followers' effort to achieve the desired goal. Motivation is an important factor of leadership competencies of the ability to motivate employees. Leadership starts when the leader recruits a new employee until the employee leaves the organization by motivation. the most powerful motivation element is the leader and followers' relationship. It is noticed that the adopted leadership style will have effect on the motivation level, and followers' job satisfaction. It creates a professional, positive attitude, and followers enjoy their work. It is in this regard the study seeks to establish the role of leadership on follower motivation (Naile, I., & Selesho, J., 2014).

3. Methodology

The research purpose is to identify the relationship between managers' leadership styles and their motivation, in order to answer the study question which is, "Does motivation influence managers' leadership style? ". The aim of this research is to identify the relationship between leadership styles and motivation of managers and to explain the main motivational impact factors on managers' leadership styles.

In order to research relationships and connections between managers' leadership styles and motivation, the following hypotheses were made:

- There is a relationship between managers' leadership styles and managers' motivation.

the above hypotheses were made based on the fact from the literature review that there is a positive relationship between leadership styles and motivation to determine the direction and type of this relationship.

The study question is an exploratory question and cross-sectional design was used. It had tested sample of number of people from specific population at one point in time and tested the association between variables. The study subjects had included all departments from Health Eastern Cluster in the Kingdom of Saudi Arabia.

This study is an exploratory study and a questionnaire method has been selected as it is the most suitable data collection method which allows the highest number of respondents within the study time frame and the data collected can accurately be charted and compared to provide quantitative results. A special questionnaire of three sections was designed. The questions were close-ended questions and answered with five degrees of intensity. First section was related to the characteristics of the respondents, the second one was related to the characteristics of leadership styles, and the last one covered motivation.

4. Results and Discussion

A total of 153 questionnaires was collected out of total of 230 questionnaires was distributed, giving a response rate of approximately 66.5%. Getting response rate no less than 50% was considered satisfactory to start the data analysis. While response rate of 60% classified as excellent (Rogelberg, S. G., & Stanton, J. M., 2007). Data cleaning and screening were performed. Two questionnaires were discarded due to more than 50% of missing data from one and the bias that showed from the other in nonresponse negatively after reviewed in combination with the opposite questions (Rogelberg, S. G., & Stanton, J. M., 2007).

The Statistical Package for Social Sciences (SPSS V27) was used for data coding and entry into the computer for statistical analysis purpose. Descriptive statistics were used to analyze the demographic characteristics. Sum and total mean scores were calculated for each item of the sections and used for analysis.

Four different hierarchical levels of management – top, senior, middle, and lower, were identified in Health Eastern Cluster.

With regard to leadership styles of managers researched in this paper, it can be concluded that a transformational leadership style dominates in this sample, especially at the higher levels of management, where transactional style of leadership dominates at the higher levels of management. The results of the research have confirmed hypotheses set in this paper that there is a relationship between managers' leadership styles and managers' motivation. It showed that the motivation of these managers, as well as their leadership style, vary depending on what level of management the manager belongs to. These results support today's business trends that require the motivation to influence the transactional and transformational leadership styles for the purpose of efficient and effective achievement of the defined goals for all departments across Health Eastern Cluster.

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