

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة 9 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 MOTIVATION SKILLS ON PROJECT SUCCESS :CASE STUDY OF UNIVERSITY OF TABUK

1.INTRODUCTION

Leadership is about working with people to do new things in a world which is increasingly complex and fast changing. We need organizations that are flexible and sustainable, and organizations are made up of individuals. Leadership is not necessarily linked to authority. It is about mobilizing people to tackle the toughest problems and to do their best work. Leadership is embedded in every one of us, but the key is to unlock our personal passion which will give us the courage to do things that appear difficult, uncertain or even unpopular. In This study seeks to determine the impact of leadership motivation skills on project success at university of Tabuk. Leadership styles are conceptualized as different approaches adopted by leaders at different levels in an organization to guide and direct the behavior of subordinates towards the achievement of organizational goals.

Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal , Motivation has three key elements:

- The energy element is a measure of intensity or drive where the quality of the effort is considered along with its intensity.
- High levels of effort lead to favorable job performance when the effort is directed toward, and consistent with, organizational goals.
- motivation includes a persistence dimension where employees keep putting forth effort to achieve those goals.

The objective of the research

Shedding light on one of the types of leadership styles followed at the University of Tabuk, the authoritarian leader's style, and the relationship and impact of this type on the motivational aspect of the performance and morale of the employees of this leader

2.Literature Review and Conceptual framework

2.1 Leadership

Leadership is a widely researched topic, and its importance in modern organizations cannot be over emphasized. Leadership scholars have defined it in different ways. For example, Anca and Dumitru (2012) claim that leadership is the process of influencing the activities of a person towards achieving the objectives of the organization, whereas McCallum and O'Connell (2009) regard leadership as the use of influence to encourage participation in achieving set organizational goals or objectives. A closer look at these definitions shows that leadership is the process of influencing others to work exceptionally well towards the achievement of the established organizational objectives or goals. This influencing process can be exerted by top, middle and supervisory level management in any organizational setting. In the context of this study, higher education middle managers, that is, non-academic staff holding responsible administrative and managerial positions below the level of registrar or chief administrative officer, as well as academic.

2.2 Leadership styles

Leadership styles are a set of dynamic relationships, which are based on mutual influence between leaders and followers (Northouse, 2016). These dynamic relationships are expected to result in increased levels of motivation and development on either part. Mullins (2007) also maintains that leadership styles typically determine how the leader behaves towards members of the group. These relationships can be explained and understood within the framework of social exchange theory (Blau, 1964; Chernyak-Hai & Tziner, 2014) – an influential paradigm, which posits that human relationships are formed by the use of subjective cost-benefit analyses. This means that

a leader whose style and interactions are based on trust and positive gestures will influence corresponding reciprocation by his or her subordinates. Although a number of leadership styles exist and have been reported in literature (Cummings & Worley, 2015), for the purpose of this study, three leadership styles have been adopted and tested in terms of how they are influenced by motivation sources.

2.2.1 Authoritarian Leadership Style

In authoritarian leadership setting, Alkahtani et al. (2011) asserted autocratic also referred to as authoritarian leadership is an approach where the leaders have full control over the decision making process strategizing on organizational approaches including problems solving techniques and taking advantages of opportunities with little regard of advice and opinion from followers. Studies on the beneficial attributes of autocratic leadership have placed emphasis on time and convenience in decision making process. According to Nanjundeswaraswamy and Swamy (2012), leaders can make a decision concerning an organization or a group without consulting or seeking approval from large group of people. In same argument, Northouse (2017) asserted that some decision requires strong leadership traits for approaches and things to be done efficiently and in timely manner. Solaja et al. (2016) argued that if the leaders or manager is the most knowledgeable or experienced person in the group, the technique will ultimately lead to effective and fast decision-making process.

2.2.2 Charismatic leadership style

A charismatic leader is characterized by behavior that is out of the ordinary, novel, unconventional and counter to norms (Schermerhorn, Osborn, Uhl-Bien & Hunt, 2012). Charismatic leaders are perceived as mavericks that initiate and support radical change. In organizations, charismatic leaders are useful in the sense that they can convince and inspire people to support changes (Bergh & Theron, 2006). In higher education institutions, charismatic leaders could arouse the motivation of followers, and this arousal could have important effects on attitudes such as commitment to the vision and the mission articulated by the institution. They can also be useful in the context of

ongoing higher education sector changes in South Africa, in terms of inspiring and convincing subordinates to adopt to ongoing changes.

2.2.3 Transformational leadership style

A transformational leader helps define the vision of the organization and establishes the link between that vision and the type of management and organizational principles that are introduced (Badawy & Bassiouny, 2014). Transformational leaders are able to identify the long-term potential of an idea or organization, and communicate the idea or dream to others in a convincing and inspiring manner (McCleskey, 2014). What this entails is that such type of leaders have the capacity to transmit a sense of commitment and can craft activities and roles that are clearly and easily embraced by subordinates. It is how they do it that is important. For example, Oshagbemi and Gill (2003) suggest that transformational leaders treat each worker as an individual (individual consideration), transmit their values and ethical principles (idealized influence), provide challenging goals and communicate a vision of the future (inspirational motivation), and encourage innovative ways of problem-solving (intellectual stimulation). These four principles of transformational leadership have received much attention in many studies (Bass, 1985; Grant, 2012; Tse, Huang, & Lam, 2013).

2.2.4 Laissez-faire leadership style

On the other hand, laissez-faire leadership approach posit the element of developing conducive working environment through making employees be part of the larger organization, involved in decision making, and cultivating an goal-oriented mentality. According to Bellom (2012) and Zareen et al. (2015), this type of leaders inspires through working with follower in achieving a common goal while promoting individual self-efficacy and belief of going beyond expectation at personal and organizational level.

2.3 Motivation for employee

Presently, numerous studies have been conducted on employee motivation, its influences on organizational and personal performance, different approaches that can be implemented by leaders to enhance employee output, and influence leaders on employee commitment and performance. Theoretically, employee motivation measures the commitment, creativity, and energy individuals bring into given tasks. Irrespective of organizational size or industry, employee motivation can have an incremental influence on growth and performance of an organization. According to Lazaroiu (2015), lack of workforce motivation can be harmful causing such problems as complacency, disinterest, and widespread discouragement. Studies have demonstrated that employees perceive their contribution and performance in the form of long term effect exert to an organization and making a difference. Taking into consideration individual views leading to positive results give a feeling of accomplishment and valuable (Yahaya, and Ebrahim, 2016; Northouse, 2018).

2.4 Leadership styles and Motivation

Leadership style is an important determinant of motivation. The reactions of employees to their leaders will usually depend on the characteristics of the employees as well as on the characteristics of the leaders (Wexley & Yukl 1984). There are different dynamics of task and relationship-oriented dimensions of management, which propagate high and low propensities of task and relationship-oriented managers when mixed with differing circumstances as well as diverse groups of employees. While motivating people to enhance job satisfaction, Herzberg's concept of attitude is a force powerful in determining output. Aligned to this concept is Locke's formulation of value and its importance to work goals and subsequently job satisfaction. Therefore, managers should consider the significance of attitudes and values both in their leadership journey.

3. Methodology

The qualitative approach was used in the research by conducting a group interview of a number of employees affiliated with one of the university leaders with an authoritarian character. This approach enables the researcher to create clearer and comprehensive scenarios and voices to reach the desired results of this research. table A It shows the employees who were interviewed and gave a group interview of 15 employees :

Gander	Age	Experience	Administrative level	Scientific level
Male	25-45	70% 0-15	60 % Bachelor	30 % Directors
(35)		30% < 15	30% M.A.	70% employee
			10% PhD	

Table A. statistical sample of Tabuk University employees

During the interview, the employees were asked about the behavior of the leader and the incentives that he provided to the employees during their period of work with him, as well as the effect of this motivation or its lack on the performance of their work. All attendees unanimously agreed on the point: I am the authoritarian leader who focuses on results to reach the goal as quickly as possible, and sometimes in this aspect the employee's role in achieving this goal is wasted, which forms the employee's image that this leader does not care about the motivation aspect of the employees, which causes frustration among the employees despite the presence Some incentives in other situations, but following some situations and forgetting the employee's role in them led to a kind of letdown among the employees despite the employees 'efforts to achieve this goal, and most of the time it leads to psychological exhaustion and exhaustion at the level of the work team. This is repeated.

4.Results and Discussion

Through the interview and the answers that were taken from the employees, the following is evident:

- The quality of authoritarian leadership style does not give the employee much focus on the aspect.
- Lack of motivation among employees negatively affects the productivity and level of employees cumulatively.
- The importance of having incentives for leadership to raise the performance of any organization.

5.References

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