

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

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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

Project Title:

THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION

IN General Directorate of Health Affairs, Aseer Region

1. Introduction:

Leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational outcomes. The purpose of this study would be to investigate the impact of leadership styles on motivation and commitment, as a predictor of group or organizational performance. For ages, Leadership has been a subject of much debate and deliberation and how the different styles of leadership evoke different responses from followers.

1.1 The leadership concepts: In a situation of turbulence, the one key factor that can make a difference, through foresight and dexterity, is Leadership. However, the search for the right definition has been age-old. According to Bass and Avolio (1997), a single specific definition of leadership is a very complex task as literature and studies on this topic are varied. No definition is widely and universally accepted. Some definitions describe leadership as an act of influence, some as a process, and others have looked at a person's "strait qualities. Nel et al. (2004) define leadership as the process whereby one individual influence other to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organizational goals. Cole (2005) defines Leadership as a dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the goal's objectives; aspiration of values of the group that is representing the essence of Leadership is to help a group or an Organization to attain sustainable development and growth. There are various styles of leading, such as transformational, transactional and laissez-faire.

1.2 Transformational Leadership: Transformational style of Leadership comprises of the components of idealized influence, inspiration, intellectual stimulation and individualized consideration and has been suggested widely as the optimum style for

managing change. Bass, Waldman, Avolio, and Bebb (1987) discovered that leaders scoring higher on Transformational Leadership factors have followers who display greater levels of transformational behaviors. "The goal of transformational leadership is to "transform" people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building." - Steven Covey, Author of 7 Habits of Highly Successful People.

1.3 Transactional Leadership: The locus of the relationship is on an exchange. Each party to the exchange recognizes the value of the exchange as well as the value of the relationship, but these bargainers have no reason to remain together subsequent to the exchange. There is nothing enduring about their relationship; no actual engagement has occurred. That is, transactional leaders expect certain work behaviors from their subordinates who are compensated for these behaviors by both monetary and nonmonetary rewards.

1.4 Laissezfaire leadership: Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. This style of leadership implies that someone in the position of a leader does not fulfil leadership responsibilities and practically does not engage or involve in any meaningful transactions whatsoever. This leader does little or nothing to affect either the followers or the outcomes of their behaviors. Passive or avoidant leadership describes the leaders who avoid getting involved in the work progress and decision making. Goals and standards of tasks are not clearly articulated for the followers. This leadership style consists of passive management-by-exception leadership and are seen as withdrawn and uninvolved.

1.5 The concept of Motivation

Helliege, Slocum, and Woodman (1992) describe motivation as "the force acting on or within a person that causes the person to behave in a specific, goal-directed manner". Driving employees towards a consistent behavior in a goal-oriented manner is essential

for utilizing the full potential of employees so as to ensure quality output and successful organizational outcomes. The imperative need to discover, comprehend and ensure employee motivation has become a principal concern for organizations and managers because employee motivation has been, and will be the deciding factor in work performance, success or failure of an organization (Samuel and Chipunza,2009).

2. Literature Review and Conceptual framework:

2.1 Leadership: Leadership is vital in any organization. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organizational success. Leadership requires being strategically focused and applying behavioral techniques to build commitment and attain the best work from your people. The ingredients of effective leadership are complex and are widely agreed to depend on the specific leadership situation, considering the difficulty of tasks, the degree of a leader's authority and the maturity and capabilities of subordinates. Leadership skills often take time to learn, because they are multi-faceted, behavioral and context dependent. Successful leaders in business often demonstrate the following attributes;

- An attitude of positivity, reliability and pro-activeness
- clear vision of business goals
- a firm commitment towards meeting defined goals
- an ability to effectively communicate their vision
- commitment to their team and to their organization
- skillfulness in planning and developing strategies
- a focus on motivation and setting clear directions

- the adaptability to engage with the views and needs of team members
- an ability to inspire employees to meet goals
- commitment to the happiness and wellbeing of their team
- honesty and openness with their team

Leadership is a universal human phenomenon. The study of Leadership is not a new phenomenon, but it is an ancient art. The old civilizations of Egypt and Rome showed examples of leadership practices. Regardless of the culture, leadership occurs universally among all people (Bass, 1981). From ancient to modern times, scholars, military generals, politicians, and more casual observers have been interested in leadership. Leadership styles have been studied extensively; perspectives on leadership have been written and revised. Despite all these efforts, the issue of leadership effectiveness is still far from settled (Gordon, 1982).

Even though the word leadership has been used since the beginning of the 19th century (Stogdill, 1974), there continues to be the absence of a comprehensive approach to assess cause and effect of successful leadership (Taylor and Rosenbach, 1989). Burns (1978) described this situation by asserting that. Leadership is one of the most observed and least understood phenomena on earth. (p.2).

In considering the differences between a manager and leader, many scholars agree to differences, but widely disagree on what the differences are. Schon (1986) argued that leadership and management are not synonymous terms. It is possible, Schon argued, to be a leader without being a manager and also to be a manager without being a leader. According to Schon (1986), managers are generally expected not only to manage, but also to lead. He suggested that they should be criticized if they fail to do both. Davis and Newstrom (1985) viewed leadership as a part of management. They argued that managers are concerned with planning and organizing activities while leaders are involved in influencing others to enthusiastically pursue defined objectives (p. 158). Davis and Newstrom (1985) suggested that excellent managers are also expected to exhibit

strong leadership qualities. In this same vein Battern (1989) distinguished between a manager and a leader by saying that managers push and direct while leaders pull and expect. Bass (1985) argued that leadership is not only management nor is management only leadership. Finally, Hunt (1991) asserted that the difference between a manager and a leader is very similar to the transformational/transactional leadership differences which will be discussed in detail in subsequent sections.

2.2 Leadership Style Theories: Since the 18th century, leadership has been a subject of interest. However, the field of leadership had not been scientifically studied until the early 20th century. Early research on leadership attempted to identify leadership through a theoretical approach. The Great Man Theory assumes that leaders are endowed with unique qualities not to be found among the masses. The trait theory, which was considered to be the dominate theory of leadership during the first half of the 20th century, sought to determine the personal, psychological, and physical traits of strong leaders. During the 1950s, the theoretical approach was abandoned due to its inability to explain leadership effectiveness. As a result, the behavioral theory represented by the studies of Ohio State University and the University of Michigan had taken place. The behavioral approach simply aimed to identify certain kinds of behaviors that leader 's exhibit and to determine the effects of such behaviors on subordinates. In the 1960s, leadership researchers focused their attention on the situational factors and their effects on leadership effectiveness. Situational or contingency theories held that there was no universal leadership behavior that could be applied to all situations. The full range of leadership that included three styles (transformational, transactional, and laissez-faire) is a recent development in the field. This approach integrated ideas from trait, behavioral, and situational theories and built on these. Transformational leaders inspire followers to rise above self-interest for the greater good of the group and to do more than originally was expected. Transactional leaders focus on the clarification of task requirements and the specification of contingent rewards.

2.3 Employee Motivation: Motivation: Technically the word motivation can be traced back to the Latin word “mover” which means “to move”. Motivation is a subroutine which begins with a physiological or psychological defect or want or need that start a manner of acting that is planned to accomplish a goal or objective. Robbins (2007) has emphasized that employee motivation is “The process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal”. Luthans (2005), on the other hand, feels that it is “Desires wants wishes aims goals needs drives motives and incentives”. Bartol & Martin (1994) hypothesized that it is “The forces that energize behavior, gives direction to behavior, and underlines the tendency to persist”.

2.4 Leadership Style in Public Sector: Leadership style is the behavior pattern used by a leader to resolve the organizational issues (Lewin, Lippit, & White, 1939). To differentiate the leadership style of public and private sector, Hudson (2009) used its Business Attitudes Questionnaire (BAQ) to analyze the personality characteristics of 1,185 senior leaders in Europe. Among these leaders, 485 were selected from private and 700 from public sector. The results were compared to over 64000 people all over the globe. His key findings were as follows:

- Public sector leaders are long term strategy oriented.
- Private sector leaders desire quick results.
- Public sector leaders believe in control and command.
- Private sector leaders trust their subordinates.
- Public sector leaders are less optimistic and they go behind thoughtful approach.
- Women leaders in public sector are out spoken.
- Young leaders in private sector avail more opportunities for personal development.

Major findings of this study include that private sector leadership style is not the benchmark for public sector. It varies from organization to organization and certain factors will determine particular traits. It was further suggested that mutual exchange of leaders may extremely be useful for both the sectors, especially for learning point of view. Many

excellent commercial business leaders have made wonderful contributions not only to their company, but also to the health of the economy and the wellbeing of each one of us” (O’Breien, 2004). Voon, Ngui, & Ayob stated that style of leaders can be the basis of organizational success because the target achievement can only be made by taking up suitable leadership style which affects the job satisfaction, commitment and productivity in the public sector.

3. Methodology:

3.1 Statement of Research Problem: This research focus to assess the impact of leadership styles on employee motivation, in this study the independent variable would be Leadership Style, at the levels of transformational, transactional, and laissez-faire. The dependent variables would be employee Motivation. Despite the importance of the subjects of leadership and employee motivation, the researcher did not find any study that determined the relationship between these variables in the corporate setting. Therefore, the researcher focused on these two areas – leadership styles, employee motivation.

3.2 Purpose of the Study: The results of the study would equip the organizational leadership to determine which styles to adopt so that the employees are more motivated and hence have a much better engagement and connect with the organization. Adoption of the appropriate style will help induce trust and loyalty for the organization. This, in turn, will help organizations deal better with the challenge of employee retention in the fast-growing corporate world.

3.3 Research Methodology: This study was conducted in General Directorate of Health Affairs, Aseer Region. The targeted population for the study was the confirmed (not on probation), fulltime employees from support functions and Operations, who are exposed to management studies and researches of similar kinds.

4. Results and Discussion:

The results of the study clearly revealed that transformational leadership style significantly impacts Employee Motivation. Even transactional style does, but transformational style is more effective in comparison. Laissez-faire style, as in case of commitment, has a negative relationship with motivation.

Judge and Piccolo (2004) found a positive relationship between contingent reward and follower motivation, however negative relationship was found between Management by exception (passive) with follower motivation and also shows the negative relationship between laissez-faire leadership with follower motivation. Barbuto (2005) researched on "Motivation and Transactional, Charismatic, and Transformational Leadership" and analysed data from 186 leaders and their 759 raters. Transactional leadership (contingent reward, Management by Exception (active) and Management by Exception (passive) have significant and positive relationship with intrinsic motivation. Relationship of Transactional leadership and its components like contingent reward, Management by exception active and management by exception passive have significant and positive relationship with Extrinsic motivation. Webb (2003) conducted a study on Presidents' Leadership Behaviors Associated with Followers" and found that Laissez fair leadership has significant and negative relationship with motivation

In general, Aseer health affairs employees are motivated by social rewards, self-actualization needs, compensation and improved working conditions. "It is exceedingly important for a leader of any organization to communicate his or her vision constantly to ensure that there is no doubt about the direction a team is heading," says Ken Blanchard, renowned management coach. As the study indicates, for leaders to succeed in today's fast changing business environment, it is recommended that they adopt a transformational leadership style rather than transactional or laissez-faire styles to enhance employees' motivation consistently and efficiently; which will in turn generate higher quality performance on the employees' part and boost business performance.

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