

Everyone's Smart University

Project (Spring 2021)

Student Name	Mohammed Naser Akram Alsati	اسم الطالب
Students I.D	2021200588	الرقم الجامعي

Section	Date	Course Code
Master of Project Management	Thursday 11 / 05 / 2021	(PMG511)

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**

Project:

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

The Answer:

Abstract:

The paper explores the role of motivation as an essential leadership skill and investigates the need for intrinsic and extrinsic motivators to promote project success. The paper reviews the literature in the relevant area and uses a qualitative systematic review method to develop research findings. The paper also discusses and analyze the findings to give recommendations to boost employee motivation. The findings of the study demonstrate that leadership is the means to motivation and a right set of extrinsic and intrinsic motivators is required to drive project success.

Introduction:

Motivation is the basic necessity of life; it is a psychological need that empowers people to think positively. Motivation is the major driver of organizational culture; leaders who motivate employees lead their organizations to successfully deliver projects. Because leadership is the means to motivate employees as motivation engages the employees to work hard, employee performance is increased. Thus, the ability to boost the motivation of employees through various intrinsic and extrinsic motivators is considered to be a powerful leadership skill in organizations. Leaders who identify the need of the type of motivators required and are able to combine both motivators if/or when needed lead their organizations to success.

The research explores the role of leadership to identify the need for various types of motivators as basic leadership skills in the organization to boost employee motivation and performance in order to deliver successful projects. The aims and objectives of the research are:

- To identify the role of leadership as the mean to motivate employees; and

- To understand the role of various types of motivators that improve project success.
- To provide recommendations for leadership to promote employee motivation.

This paper reviews the literature on the types of motivators; that are, intrinsic and extrinsic, to demonstrate that motivating employees is a key leadership skill that drives organizations to deliver successful projects. The paper explores the methodology based on the conceptual framework followed by a detailed discussion of research results.

Literature Review:

Maslow's Hierarchy of Needs described motivation as the way to fulfill basic life needs at various levels. The model suggested five categories; that are, physiological needs, safety, belongingness, self-esteem and self-actualization. Physiological needs and safety needs are met through extrinsic sources; for examples, wages. However, belongingness, self-actualization etc. are met by intrinsic sources; for examples, personal fulfillment, positive emotions etc. The model has stood the test of time and explains the behavior of people in various work and economic conditions that either increases or decreases their performance.

Effective leadership is the ability of the leader to motivate employees. Effective leaders improve the morale of their employees (Ma and Jiang, 2018) as they inspire their employees to boost team work and productivity in the organization (Rozi et al., 2020). Leaders who boost the self-esteem of employees through various motivators enable their employees to show the full-spectrum of their skillset (Yang & Wei, 2017) that leads to productive project outcomes. Motivation leads to satisfaction and satisfied employees deliver successful project results (Rizwan & Mukhatar, 2014). Intrinsic motivators along with extrinsic factors promote project success (Law et al., 2017). Intrinsic and extrinsic motivators create a stimulus that develops a sense of job security, accomplishment and job benefits (Casey et al. 2012).

Methodology:

The research study is a systematic review. Research articles and journals were analyzed through academic online databases. Articles from the year 2012 onwards published in high-esteemed journals were researched for the purpose of the study. A systematic review gathers and examines data collected through analytical methods. The research question, aims and objectives were analyzed through literature included in the study to develop unbiased findings for the research. Systematic reviews can be qualitative and quantitative; however, the reviews conducted for the present study is a qualitative systematic review where the researcher gathered data from various sources and interpreted the information to derive results of the study.

Results and Discussions:

The findings of the study demonstrate that employees' expectations have changed. Leadership; however, plays a major role in determining the expectations of the employees. The results of the study also demonstrated that effective leadership is a means to motivation; that is, effective leadership identifies motivation as a key skill for leaders to motivate employees through the various types of motivators in the workplace to deliver successful project results. The findings of the study showed that even though extrinsic motivators such as incentives, wages, rewards etc. are considered to improve employee performance, the dynamics of the workplace have changed. Employees still look out for extrinsic motivators but today they focus more on intrinsic factors as well. Thus, the study demonstrated the importance for leaders to create a culture based on trust and autonomy in the organization to make employees feel more inclusive in the organization. This helps employees work better and deliver effective results. The findings of the study also showed that every organization has its own set of motivators that leaders use to drive results; however, it is important for leaders to give up traditional leadership views and adopt contemporary leadership skills to make their workplace effective. The findings of the study revealed that the intrinsic and extrinsic theories of leadership are relevant in the corporate culture. So, the leader who knows how to strike

a balance between these motivators is likely to succeed in the corporate world. It is recommended for the leaders to develop motivational skills as an essential part of their personality and to create a perfect mix of intrinsic and extrinsic motivators to boost the productivity of employees and deliver successful results. It is also recommended for the leaders to create a culture of trust, autonomy, respect and communication in the organization to increase employee productivity. However, more work is required in the area in order to understand the role of leadership as a motivating figure in the organization through the provision of extrinsic and intrinsic motivators.

References:

- Law, K.K., Chan, A. and Ozer, M. (2017), "Towards an integrated framework of intrinsic motivators, extrinsic motivators and knowledge sharing", Journal of Knowledge Management, Vol. 21 No. 6, pp. 1486-1502. <https://doi.org/10.1108/JKM-03-2016-0119>
- Ma, X., & Jiang, W. (2018). Transformational leadership, transactional leadership, and employee creativity in entrepreneurial firms. The Journal of Applied Behavioral Science, 54(3), 302-324.
- Rizwan, M. & Mukhtar, A. (2014). Preceding to employee statisfaction and tumover intention. International Journal of Human Resource Studies, 4(3), 87-106. Robbins, S. P. 2000. Managing today. New York: Prentice-Hall.
- Rozi, A., Agustin, F., Hindriari, R., Rostikawati, D., & Akbar, I. R. (2020). The Effect Of Leadership On Employee Performance at PT. Stella Satindo In Jakarta. HUMANIS (Humanities, Management and Science Proceedings), 1(1).
- Yang, Q., & Wei, H. (2017). Ethical leadership and employee task performance: Examining moderated mediation process. Management Decision.