

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ 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 ١٢.
 - 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 an oil and gas private company .

1. Introduction:

Attracting and retaining employees in this age has become increasingly challenging. Globalization and multinational factors have contributed to make human resources more and more demanding. At the same time, motivating employees have been found to be a catalyst for employees performance and therefore for organization success.

The challenges that are faced by companies in this age are not comparable with the challenges of the past. “No matter the size or the type of the organization, it must behave in innovative ways, seeking opportunity, solving problems, and embracing new directions”, all types of organizations (profit or non-profit) are in need for such innovation and creativity. “there is emerging now a general set of requirements for organizations, their managers, and their employees that includes attributes like initiative, flexibility, and creative problem-solving” .

Another challenge that faces the organizations of today is how to retain its human capital in a competitive market. Leaders and managers play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they need to do.

“Most large organizations... continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on...” with no real outcomes.

It seems that the reason for that is the lack of understanding to what motivation means. “Although motivation is widely recognized its essence is elusive... it is a complex multifaceted construct, which researchers have approached from many perspectives”.

2. Literature Review and Conceptual framework:

2.1 Leadership

It is define as a process whereby leaders influence followers and followers influence leaders [1] Leadership is categorized by early researcher such as [2] as autocratic, democratic, or laissez-faire. Evaluating leadership styles is a challenging exercise.

Leadership is a dynamic relationship based on “mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they influence others through action to accomplish an objective” [3].

[4] defined a leader as one who exercised intentional authority over one or more other individuals, in an effort to guide actions toward the accomplishment of some mutual goal— which often requires mutually supporting actions among members of the group. In any organizational setting, the leader is required to interact with followers on a regular basis and at the same time, listen and direct them towards success[5].

2.2 Theoretical Concepts of Leadership

The study of leaders and the leadership process stems from social psychology, sociology, psychology, and organizational behavior [6]. Since late 1950's there have been about 65 different classification of leadership [7]. The discussion in this paper viewed leadership from two perspectives. Firstly, Leadership is viewed as the ability to make strategic decisions using communication [8]. Second as human resource skills of interpersonal relationship, motivation, decision making, and emotional maturity [9].

Leadership theories describe the behavioral pattern of leaders and the consequences of various styles in terms of effectiveness. Concern for people, employee-centeredness, and concern for production, production centeredness, and task orientation are other terms used. These factors are found simultaneously in the behavior of leaders, but in different degrees. This statement is profoundly established, both theoretically and empirically. There are different classifications of theoretical approaches to leadership; these include the following: transformational leadership, transactional leadership, Laissez Faire Leadership and authentic leadership.

2.2.1 Autocratic/Authoritarian:

Both words describe the type of leaders who give orders and expect instant obedient without argument. Plans and policies are made in isolation from the group. Orders are given without explanation for the reasons or of future intentions. The autocratic leaders do not become part of them at all, but merely direct it.

2.3 Theories of Motivation

In order to understand motivation we need to historicize its theories. Theorists of motivation such as Maslow, Mayo, Herzberg, McGregor and Vroom have contributed to human understanding of this topic [6].

According to [10], probably one of the most famous theories of motivation is Maslow's Hierarchy of Human Needs Theory. This theory suggests that people have five levels of human needs and they are in order physiological, safety, belonging, self-esteem and self-actualization. According to [11] first level has to be satisfied before moving to the next level and so on. While physiological needs were enough to motivate people in the past, [12] claims that today's employees are looking for higher needs to be satisfied.

Another theory of motivation is the theory of X and Y for McGregor. In this theory, McGregor placed people in two groups; X group who are the people interested in rewards and compensation, and Y group who are the self-directed people and who are looking for challenges [11]. Herzberg is another theorist who studied employees motivation and developed a thesis which categorizes motivation in two groups; motivators and hygiene [13]. Hygiene factors are the extrinsic motivators such as benefits, salary while the motivators are intrinsically oriented such as challenging work and greater responsibilities [14].

Expectancy theory for Vroom was specifically developed for work context. This theory suggests that employees voluntarily choose one behavior over another if they believe that this behavior will result in a desired outcome, application for example [15].

These theories are still relevant today and they have actually influenced the way current theories explain motivation [6]. Many theories today still believe in the validity of these theories and more importantly emphasize the intrinsic factors of motivation.

2.4 Leadership and Motivation

Developing an understanding of the impact leadership can make on employees motivation is important. In the past, the mission of leader in relation to employees motivation has not been clear and leaders frequently undermined the importance of developing effective relationship with stakeholders including the employees.

Leaders also must recognize that what motivates “X” is different than what motivates “Y”. Broder maintains that leaders should implement different strategies that are customized to individuals. For example, some employees simply motivated by the job security, others by clear company policies, power, recognition, compensation, on the other side, there is a category of employees who are intrinsically motivated who are just enjoying what they do [16]..

3. Methodology

The study will explore the problem in an interpretative view and investigation, using a descriptive approach which uses focus group, interviews. To illustrate the descriptive type of research, Bushman will guide the researchers when he stated: descriptive method of research is to gather information about the present existing condition. !e purpose of employing this method is to describe the nature of a situation, as it exists at the time of the study and to explore the effects of particular phenomena on the performance of employees and firm.

Hypothesis

(H0): There is not a significant relationship among effective leadership styles and performance improvement of employees

(H1):The autocratic leadership style has a significant effect on employee performance

4. Results and Discussion

Leadership styles have significant and substantial effects in the small businesses and also in the world’s largest corporations. These styles affect everyone from senior and top management to the new entrant even of employees and new firms. They create the corporate culture that influences the organization and performance of employees in term of meeting deadline projects. Leadership style refers to a leader’s behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders.

Different situations require different leadership styles. when there is little time to coverage on an agreement and quick work is required and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective, however, in a highly motivated and aligned team with a homogeneous level of expertise, a more participative and democratic style may

be more effective. The style should be one that most effectively meets the objectives of the team while balancing the interest of its followers and team members of that group which led by an effective leader.

4.1 Autocratic style effects

The negative effects of autocratic leadership make it a less popular leadership style. First of all, the subordinate members of the group tend to develop resentment of the leader because they feel they have no say in making decisions. Resentment is worse if highly skilled or knowledgeable group members feel that their knowledge and skills are being lost because they are not allowed to contribute to decision making, employees usually frustrate and find no motivation to do the tasks.

5. Conclusions

As elaborate by Myron Rush and Cole the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing jobs and decisions. In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

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