

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 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

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1.Introduction

Background:

For the success of organization, either private or public organization, employees are the significant part of any organization. Employee are the key drivers of all the activities which performed to achieve the success of an organization (Abrivianto P., et all, 2014). Organizations must have knowledgeable workers who can be used in the right time and in the right place in order to achieve their objectives (Chao, M. C.,et all, 2015). Individual performance affects organizational performance, or, to put it another way, its output affects organizational performance (Akob, M, Arianty, R., et all, 2020). It indicates that the actions of employee both individually and collectively, gives them control over operational efficiency as motivation affects employee productivity.

Similarly, organizations have now-a-days more focus on efficiency and effectiveness of the employee to improve the performance by highlighting the achievement of organizational goals with the support of employee. Employee output is measured by the amount of work completed by employees for a predetermined amount of time in a specific area of work (Robbins, 2008). Employee performance may have an impact on the organization. The leader must be able to build a conducive working and reactive atmosphere to employee situations, whereas the employee should have experience and skills necessary for the job in order to perform well.

Understanding the concept of motivation is beneficial for both the existing employee and the working environment including leaders, which will help to improve the employee performance (Chen, Y.-Y., et all, 2012). A leader should drive motivation by creating a work environment or organizational values that inspires employees to work harder to ensure successful results. Every individual has desires or needs at work, particularly the need to be rewarded, which involves both internal and external factors including self-esteem and success, as well as acknowledgement and attention. From previous researches, it is confirmed that the transactional style of leadership includes the trait of motivation. Leadership has its significant impact on employee performance. If the leader motivates the employee to achieve the common goals of the organization, then leader

and employee have positive significant relationship through which a trust builds in employee which will lead to greater employee performance.

Organizational culture is an element which plays also an important role in organizational environment. Basically “organizational culture is a set of underlying principles and assumptions which help to integrate and resolve the problems at organization” (Limaj, E., & Bernroider, E. W. N., 2019). Therefore, the employee dissatisfaction of the working environment will lead to low level of employee performance.

Problem statement:

The main purpose of this study is to determine that “how leader’s motivation effects the employee performance”. Due to high involvement of various kinds of leadership styles, the researchers have to study one of the traits of leadership that is motivation. To fulfill such aims, this study will discuss the behaviors of individuals, the leadership style, the performance of employee and how the leaders motivate the employee to improve the employee performance through which organizational performance will be enhanced.

Research Objectives:

The prime research objectives of this study are mainly based on,

- a. Critically evaluate the influence of leader’s motivation on employee performance of an organization.
- b. Strategically analyze the moderating role of organizational culture in boosting the relationship between leader’s motivation & employee performance.
- c. How leaders motivating the employee to improve the employee performance?
- d. How organizational culture is influencing the relationship of leadership trait and employee performance?

2.Literature Review

Theory of Motivation:

Based on Vroom's (1964) expectancy–valence theory of motivation, Porter and Lawler (1968) proposed a model of intrinsic and extrinsic job motivation. Intrinsic motivation happens when you engage in an activity because it interests you and gives you a sense of satisfaction. Extrinsic motivation requires a tool between the behavior and any results, such as tangible or verbal rewards, because reward comes from the extrinsic consequences of the activity and not from the activity itself.

Self-determination theory:

A broad theory which involves human motivation & personality, focuses on people's intrinsic personality traits and development tendencies is known as self-determination theory (SDT). This has to do with the reasons that motivate people's actions when they are not influenced by others or when they are influenced by others. SDT is concerned with how self-motivated and determined human nature is (Ryan, R. M.; Deci, E. L. , 2000). For instance, intrinsic motivation. Being commanded, on the other hand, entails acting under duress, a feeling of having to participate in the acts. Extrinsic rewards were found to cause programmed motivation in early studies. Both autonomous and directed motivation are deliberate, and they contrast with motivation, which is characterized by a lack of both intention and motivation. Intrinsically motivated action is prototypically autonomous because it is motivated by people's interest in the activity itself. Extrinsic motivation, also known as the autonomy continuum, is defined by extrinsically motivated conduct that is propelled by the employee's intrinsic interest. Extrinsic motivation, on the other hand, may vary in terms of how autonomous or controlled it is, according to SDT. Extrinsic motivation is required for activities that are not interesting because their initial enactment is based on the interpretation of a contingency between the action and a desired outcome, such as tacit acceptance or tangible incentives. When a behavior is so motivated, it is said to be externally controlled in SDT, meaning that it is initiated and sustained by factors outside of the individual.

This is the most common form of extrinsic motivation, and it serves as a model for controlled motivation. When people are externally controlled, they behave with the goal of achieving a desired result or preventing an undesirable one, and they are only energized to act when the action is necessary to achieve certain goals. When extrinsic motivation was compared to intrinsic motivation, external control was one form of extrinsic motivation that was considered.

Hypothesis:

Employee morale is critical for performing job assignments in compliance with the company's operating procedures. Motivation is the desire to act in a certain way in order to achieve a certain goal (Indahingwati, A., et al., 2019). This motivation is similar to deciding on outcomes like efficiency, success, and persistence. Motivation and success have been shown to have a beneficial relationship (Arshadia, N., 2010). As opposed to less motivated workers, motivated employees are more geared toward autonomy and independence, and they are more self-motivated, which allows them to benefit from growth opportunities (Demircioglu, M. A., & Chen, C. A., 2019). According to various scholars, motivation is a psychological mechanism that provides expectations and guidance for employee actions, as well as internal mechanisms and external factors that influence organizational behavior (Marinak, B. A., & Gambrell, L. B., 2008). From previous researches, it is confirmed that employee satisfaction is one of the most significant factors which connects the roles of reward and participation in the workplace, leads to increase in employee efficiency. According to many studies, there is a clear link between leadership and employee performance (Meng, J., & Berger, B. K., 2019)..

H1. Leader's motivation has significant positive impact on employee performance.

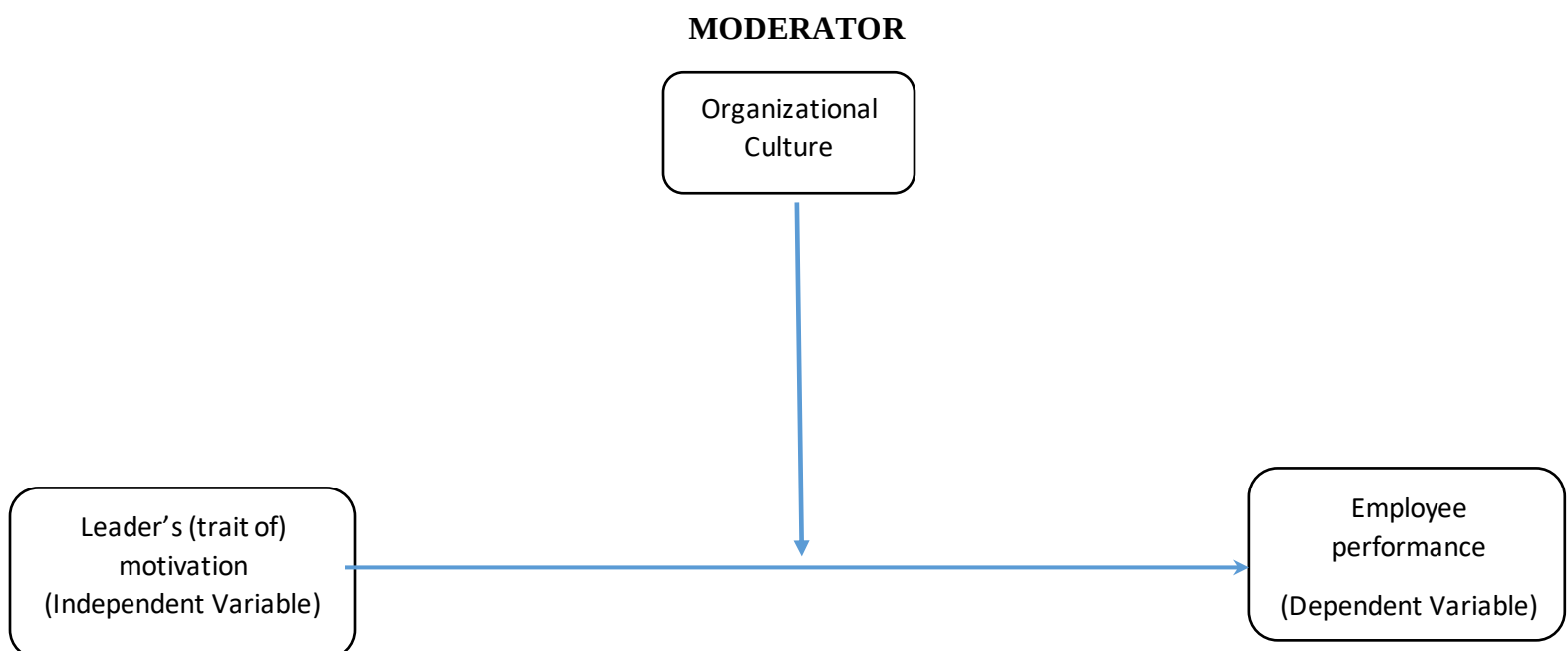
Furthermore, researchers determined that the relationship between Organizational culture and organizational reliability also have the impact on employee performance. According to them, employee communication satisfaction moderated the positive interactions between a constructive community and work environment having a safety-conscious behavior. Organizational culture encompasses a wider and deeper set of elements, and thus serves as the foundation for establishing an ideal organizational environment. (Silla, I., Navajas, et al., 2017). Currently, the issue of

organizational culture has recently become a major concern, particularly in the face of uncertain working conditions. (Meng, J., & Berger, B. K., 2019). Culture refers to any of the emotions, works, and outcomes of human behavior that are not based on intuition and which are only be happen due to human after the process of learning. The core of what is important in organizations is culture. Employee commands and prohibiting behavior explain what is done and what is remaining in order to control employee's actions. As a result, culture encompasses what can or may not be done, and it can be defined as a guideline for carrying out organizational tasks. Leaders also play their roles to maintain the culture of organization. Culture is consisted of leaders and employee who make it for the organization to achieve goals and perform with efficiency.

H2. Organizational culture is moderating the impact of leader's motivation on employee performance.

Furthermore, this literature will help the other researchers to use these variables in their researches to un-explore further variables which affecting the employee performance. Various dimensions of organizational culture can be analyzed to study the employee performance. Similarly, different styles of leadership also be taken as with this literature in coming future.

Conceptual Framework:



3.Methodology

Data collection:

This research will be conducted through a quantitative design study. In its accurate data collection, the value scales are developed and optimized by expert analysis. The final instrument will be used to collect data via an online survey through various Internet-related websites, majorly physical questionnaire has been distributed among the employees. The study is being conducted by using a self-administered questionnaire. For that purpose, the questionnaire will be distributed among the employees of organization. The population for the data collection as respondents is 3, 185 employees from the various organization.

Measures:

Different variable being used in this research has measuring items. employee performance, leader's motivation, and organizational culture has developed scales. For example, employee performance is measured by "I am satisfied with the communication between staff and management at organization". Similarly, leader's motivation is being measured by using developed scale like "my leader motives me in work activities". Moreover, all other variable have been measured on the developed scales.

Sampling technique:

Simple random sampling technique will be majorly utilized in data collection process in order to conduct the analysis on leader's motivation and employee performance. In closed-ended questionnaires, all items are considered which will be based on the "5-point Likert scale (1= strongly disagree to 5= strongly agree)".

4.Results and Discussion:

From the 3,185 respondents of various organization, almost 1000 employees respond the questionnaire. Some of those are completely satisfied with their leader's motivating style. Few of the respondents showed less interest in attempting properly the questionnaire. A group of respondents agree with the item code "I receive proper treatment in an organizational environment (friendship and relationship) between people in the organization is very good and professionally turned out". A bunch of employees denied that they are enjoying proper treatment at the workplace. On the other hand, all the hypothesis after testing confirmed as significantly positive. Organizational culture either organization fit or organizational justice, both have their moderated impact on the relationship.

Empirical evidence from this study confirmed a significant impact of leader's motivation on the performance of employee. The results of our study are also in synchronization with a lot of other authors. Specially those who have been trying to see the effects of trait of motivation like how the motivation has been changing decisions, and behaviors of employee towards their leaders. This study has its theoretical as well as practical implications in the organizations.

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