

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

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

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 and Motivation on Team Performance: Case of Network Planning Division at Saudi Electricity Company

1.0 Introduction

Employees everywhere require someone to inspire them to beat arisen challenges. This is applied to business organizations, educational institutions, utility companies, and other organizations in different industries. Therefore, organizations seek to employ people with high leadership skills to ensure a high level of performance and productivity is achieved. The term “ leadership” has been defined differently by leadership scholars. Leadership is a concept that has evolved over time. It is a highly sought-after and highly valued commodity. Hence, leaders are found in the process of influencing people to attain high-performance sustainable goals.

In the last 20 years, people have become increasingly captivated by the idea of leadership believing that leadership is a way to improve their personal, social, and professional lives and other’s lives (Northouse, 2016). Therefore, as an employee in Saudi Electricity Company (SEC), I have decided to present the leadership style of the Network Planning Division (NPD) section head as an example of an effective leader who was able to transform the team from low productivity and morality stage to a high performing team using the tool of inspiration and motivation. This research analyzes the impact of the transformational leadership style and motivation on eliminating job burnout and increasing employee performance.

2.0 Literature Review

As the mission and vision statements of an organization provide a vehicle for communicating an organization's purpose, leadership is important to determine the directions by developing a vision. Gilang (2019) argued that organizational success depends on common characteristics that differentiate successful organizations from non-successful ones. Fischer (2016) emphasized that communicating a vision that is won and inspired to overcome the entire challenges is what is expected from a leader. Hence, followers need to have a leader who is capable to guide them in the right direction to

attain early stated goals. Consequently, encouraging employees is one of the challenges that organizations frequently discuss (Pradana, Pérez-Luño & Fuentes, 2020).

2.1 Skills Model

The skills model is known as a capability model as it studies the relationship between a leader's performance along with his capability (i.e., knowledge and skills) (Mumford, Zaccaro, Harding, et al., 2000). The skill model consists of three components: individual attributes, Competencies, and leadership outcomes. The focus of this research is the only one sub-attribute from individual attributes of a leader. Northhouse (2016) argued that four attributes influence leader skills and these are both general and crystallized abilities, personality, and motivation. The next part discusses different aspects of motivation.

2.2 Motivation

Malachowsky (2018) defines motivation as “the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.” As individuals and situations vary from one to another, different motivational drives are needed. Mumford, et al. (2000) propose three motivation aspects that are necessary for developing leadership skills. First, leaders have to be prepared to make determined efforts to deal with complicated problems within an organization. Second, leaders need to show their willingness to express authority and dominance to apply their power. Third, leaders must show a level of commitment towards an organization's social good.

2.3 Leaders and Motivation

Motivation is essential as it allows a leader not to only meet organizational goals, yet to go beyond the stated goals. Malachowsky (2018) discuss that motivation is one of the critical key performance indicators that must exist on each leader dashboard. Leaders play a significant role in increasing the quality of a product or service with minimal cost. Furthermore, employees' motivation leads to healthy work, places, happy people, happy society. Therefore, the success of a leader depends on proficiency in motivating team members.

2.4 Motivational Leadership Theories

Motivational theories are significant for leaders to gain a healthy workplace as one of the leader's tasks is to encourage productivity among team members through motivation. Therefore, encouraging team members requires a complete understanding of what motivates them. Many leadership theories concerning motivation include Maslow's Hierarchy of Needs, Herzberg's Two-Factor, McClelland's Trichotomy of Needs, Equity or Social Comparison Theories of Motivation, and Goals and Objectives as Motivational Theory.

Theory	What motivates workers	Example	Implications for social work managers
Maslow's Hierarchy of Needs	There are five levels of needs – physiological, security, social, ego, and self-actualization. Workers will be motivated by the needs that correspond with the level that they are currently at. The lower level needs will not motivate them (unless the situation changes).	A worker who is operating at the social needs level will be motivated by opportunities to connect with co-workers and work as a team. Salary, benefits, and job security are no longer primary motivators for this employee.	Managers should be aware of the level that workers are operating at so they can offer opportunities to fulfill needs at the appropriate level, thus motivating employees to achieve.
Herzberg's Two-Factor or Motivator-Hygiene theory	There are two types of needs that motivate workers – hygiene and motivator. Hygiene factors include things like salary, benefits, policies, working conditions, and relationships and are best for preventing job dissatisfaction. Motivator factors are best for promoting achievement and satisfaction with work and include things like recognition, accomplishment and responsibility.	A manager at a public child welfare agency carefully considers the job functions of her employees and looks for ways to increase positive working conditions (hygiene factor) and opportunities for workers to diversify their work and be recognized for success (motivator factors).	Managers must give attention to both factors, even though in social work it is often difficult to meet hygiene needs.
McClelland's Trichotomy of Needs	People are motivated by three needs – power affiliation, and achievement. Although everyone is motivated somewhat by all three, most workers will be motivated most strongly by one of the three.	Knowing that her employee is most strongly motivated by a need for power, a social work manager provides an opportunity for that employee to direct a team meeting.	It is important for social work managers to understand which type of need motivates their employees and offer opportunities to fulfill these needs.
Equity or Social Comparison Theories of Motivation	Workers are motivated by comparing their performance to the performance of others.	A director of the local Boys and Girls Club realizes that there is confusion about who earns merit bonuses and what the salary scale is so she makes this information public. This helps workers to understand how they are being rated in comparison to their peers.	Social work managers should be careful not to ignore the important influence of peers on worker performance and that issues that the manager does not discuss publicly (i.e. salaries) can become sore issues because of rumors and informal conversations.
Goals and Objectives as Motivational Theory	Workers will be motivated by setting goals and objectives for both the individual and the organization. The more these two goals intersect, the more likely the worker is to achieve for the good of the organization (and thus herself).	The director of the American Red Cross meets quarterly with individuals to determine their progress towards individual goals, which are tied to organizational goals.	Social work managers can utilize their goal-planning skills as practitioners in the administrative field. Realistic, attainable goals should be set and their connection to organizational goals should be clear. Employees should understand how they fit into the organization.

Table 1: Motivational Theories. Reprinted from Motivation and Leadership in Social Work Management: A Review of Theories and Related Studies. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/03643100902769160>

Table 1 summarizes the above-stated theories and their influence on a person as it describes how the motivational theory motivates workers, examples, and their implications for social work managers. In this context, Malachowsky (2018) discusses that Maslow's Hierarchy of Needs Theory is built on five levels of needs, and these needs are prioritized hierarchy in which each person requires those five needs: physiological needs, Safety needs, social needs, esteem needs, and self-actualization needs. Similarly, Herzberg's Two-Factor Theory insists that two types of needs motivate workers – hygiene and motivator. Hygiene factors include things like salary, benefits, policies, working conditions, and relationships and are best for preventing job dissatisfaction. Motivator factors are best for promoting achievement and satisfaction with work and include things like recognition, accomplishment, and responsibility.

2.5 Transformational Leadership

Transformational leadership is defined as “the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower” (Northouse, 2016). Since the early 1981s, this approach is considered as one of the current common leadership approaches that researchers and scholars have focused on. For example, Bryman (1992) claimed that part of the “new Leadership” paradigm that gives further attention to the charismatic and affective elements of leadership is transformational leadership. Besides, Bass and Riggio (2006) negotiated that the emphasis of this approach on intrinsic motivation and follower development might be the reason to gain more popularity. Furthermore, Northouse (2016) incorporated four different factors in the transformational leadership model: idealized influence (also called charisma), inspirational motivation, intellectual stimulation, and individualized consideration.

3.0 Statement of the Problem

Job burnout is a frightening state where employees lose motivation or incentives that lead to feelings of depression or stress and this feeling tends to follow employees from one day to the next day. Some employees within NPD felt that because of

discrimination, they are unfairly treated, and only certain employees get outstanding appraisals. On the other hand, some feel that they lack communication and support from their leader while others feel that there is a lack of role clarity.

4.0 Methodology

The methodology used in this research is the interview technics in which data collected through direct interviews with the NPD employees. The sample size is ten. The interviews were conducted with each employee, face-to-face individually for around fifteen minutes. The interview aimed to gather enough data about why employees were unhappy in the workplace. Also, the interview included a question that is: what they were expecting from their section head. Another face-to-face meeting was conducted with each individual to measure their individuals. The following section provides a discussion and the outcome of the meetings.

5.0 Discussion and Results

Employees within NPD were suffering from frequently changing section heads (leader) in a short period, excessive workload, inadequate rewards, less communication with their leader, and unfair treatment. This caused them to reach a level of job burnout until a new section head was assigned the role of leading the section. As the new leader assigned the responsibility for leading NPD team, obvious dissatisfaction appeared from the team members. Therefore, he decided to conduct a face-to-face meeting with each individual within the team to know the reasons for unhappiness and anxiety. The outcome of the meetings causing the low morality are summarized into two points: inadequate rewards and unfair treatment.

Several correction factors were established to increase the awareness of the important job that team members are carrying since their job is related to providing electric services to the business and citizens. First, the leader started with the team as he is one member of the time and continually communicating with them. Second, he encouraged team members to participate in the decision-making regarding daily activities or procedures. Team members felt that their opinion is valued and can be trusted. Third, he

assigned and clarified exactly what they are responsible and accountable for. Fourth, he was assigning tasks equally among team members sending a message that they are equal. Fifth, he established a performance measure within the division in order to evaluate team members as per their performance, not their names. This provided equity among all team members. As monitoring and controlling exist all over the project phases, motivation was the dominant influence of all the above correction factors.

The impeded features of the leadership styles such as transformational leadership and motivational theories such as equity theory prove their influence on enhancing the performance of the team. Team members become excited to perform daily activities and duties. Establishing a clear vision and paving a path for achieving the organizational strategic goals helps team members to sense the responsibility of the team. Malachowsky (2018) contended that the establishment of recognition programs leads to motivating team members by providing personal attention and expressions of interest, and appreciation for a job well done.

6.0 Conclusion

Organizations often see leaders as change agents due to the significant role played by leaders in motivation, directing subordinate's decision-making, paying attention to subordinates, and creating a healthy workplace environment. When employees feel understood and care for, a great level of compliance with the regulations and leadership is achieved. The transformational leadership style provides a positive impact on subordinate's performance. It can be concluded that it has a positive impact on motivation. Also, It is found that it has both a positive and negative contribution in dealing with employee burnout and in enhancing the team's performance and productivity. Besides, it has a significant influence on job satisfaction and employee performance. This is due to the direct role of transformational leadership in increasing motivation and pressing the occurrence of burnout.

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