

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

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 Motivation on Project Success in Halwani Company

1. Introduction

In this study I will search about relationship between leadership skills and success on organization. My objective to answer those questions:

- 1: What are the implications of leadership style on team motivation?
- 2: How do team motivation levels influence efficiency and effectiveness at work? What is the role of leadership style in improving employee performance and productivity?
- 3: How does culture affect leadership style when linked to team motivation?

Leadership has been a fascinating and elusive concept of research for many years. Scholars and researchers have offered many definitions in the past; however, this organizational behavior is still understood as an emerging principle with more complexity. In the most basic terms, leadership involves influence, it occurs among people, those people intentionally desire significant changes, and the changes reflect purposes shared by leaders and followers.[1] A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives [2]. Leaders generally have relationship with internal assistant and consultants who have generally higher responsibility and approach to the resources [3].

As a leader, one should keep an open perspective on human nature. Knowing different needs of subordinates will certainly make the decision-making process easier. Both an employee as well as manager must possess leadership and motivational traits. An effective leader must have a thorough knowledge of motivational factors for others. He must understand the basic needs of employees,

peers and his superiors. Leadership is used as a means of motivating others. Motivation is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard at achieving his or her goals. An executive must have the right leadership traits to influence motivation. However, there is no specific blueprint for motivation.[4]

2. Literature Review and Conceptual Framework

2.1 Leadership

As defined above, leadership is a relationship between leader and followers. The strength of this relationship may be seen as a function of the supply of and the demand for leadership services. Some minimum supply is clearly a necessary condition for a leadership relation to emerge and be sustained. Positive demand on the part of prospective followers seems not to be strictly necessary in all modes of leadership, but it is generally an important determinant of the strength of leadership relations. Leadership will clearly be most effective when supply matches demand. Students of leadership have by and large paid more attention to the supply side than to the demand for leadership services. Some of the reasons for this "bias" are fairly obvious. For one thing, leaders tend to be more fascinating objects of study than followers. And those aiming at producing knowledge that can be of practical relevance will certainly find that the demand for insight into the "art" of leading by far outstrips the demand for manuals teaching how to follow. Nonetheless, we must insist that leadership is a relationship, shaped by the demand and responsiveness of the followers as much as by the supply offered by the leader(s).[5]

Leaders often seek a method that will aid them in efficiently moving their organization toward specific goals and objectives with the least amount of resistance. Out of this have come many theories and processes regarding the nature of leadership and management. Most will concur that leadership is a "process by which a person influences other to accomplish an objective."1

Leadership by its very definition presumes that there are followers to lead. Historically one can find many theories including great man, top-down and agency theories that deal with leadership and its influences over subordinates in varying degrees. Bennis, as quoted by Gilbert and Mutuku said, “The academic circle of society still tends to focus on leadership as a position contained by one person within the organization [yet] some researchers and scholars began to question if traditional top-down leadership theory is still relevant.”² Leaders often seek the secret formula of leadership theory in their pursuit of effective organizational transformation [6].

2.2 Theoretical Concepts of Leadership

Leadership is the largest of the elements concerning the leading of a center, the sub-concepts of which are management and administration. Leadership means working both with day-to-day tasks and those tasks that have their focus in the future. Leadership is more than a set of social or management techniques or skills. Parchisi et al¹ measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviors, attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioral complexity and dynamics on the leadership perceived level. A mechanism of leadership styles affecting team innovation in the private research centers investigated the relationship between different leadership styles and Transactional leadership is focused on staff’s basic and external demand, the relationship between leaders and subordinates is based on the contract. They tend to attain organizational goal by pacific job roles and mission design, their basic purpose is to maintain a stable organization.[6]

2.3 Leadership Styles

2.3.1 Transformational Leadership styles:

Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value

system of employees, their inspirational level and moralities with the preamble of their abilities. The aim of transformational leadership would be to „transform“ people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behavior congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building. [6]

Transformational leadership happens when leader become wider and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group.[6]

Transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement communicates a vision, stimulates emotion and identification. Bruce et said that transformational leaders are able to define and articulate a vision for their organizations and their leadership style can influence or “transform” individual-level variables such as increasing motivation and organization-level variables, such as mediating conflict among groups or teams. Podsakoff et al disclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency.[6]

2.3.2 Transactional Leadership styles

Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. Transactional leadership in organizations plays an

exchange role between managers and subordinates. Transactional leadership style is understood to be the exchange of rewards and targets between employees and management. [6]

Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement.

Transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception. Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences. Kahau et found group efficacy was higher under the transactional leadership condition. Transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance.[6]

2.4 Motivation

Successfully motivating others is an important skill that you'll want to point out to potential employers. Employees can use motivation skills to increase their chances of getting positive results when interfacing with customers, subordinates, upper management, suppliers, donors, team members, funding sources and supervisors. For managers, who must inspire a whole team, the ability to motivate is usually a requirement.

Motivation is one side of the relationship between managers and workers. A Leader need to understand what motivates employees, but they must also understand how to lead in order to inspire motivation. Developing a leadership style is critical. Also, should attempt to choose a theory that suits and be intentional in how they lead.

Maslow's hierarchy of needs

Perhaps one of the most well-known theories of motivation is Maslow's hierarchy of needs. While this theory is often taught in social work human behavior classes in relation to work with clients and their social environments, it can also be applied to motivating social workers in their agency environment. The basic premise of the theory revolves around a pyramid, or hierarchy, of needs. The needs at the bottom of the pyramid must be met before higher level needs can be met (Lewis et al., 2001). Social work managers may apply this theory by identifying the level of needs for each employee and understanding that people will be motivated by the factors that exist at this level. The specific levels of needs begin with physiological, then security needs, social needs, ego needs, and finally self-actualization (Weinbach, 1998).[7]

2.5 leadership and Motivation

Leadership involves a set of interpersonal influence processes which aimed at motivating sub-ordinates, creating a vision for the future, and developing strategies for achieving goals (McFarlin, 2002). A model of management and leadership function developed by Kotter (1990) in Northouse (2013) stated that management has a responsibility in creating a regularity and consistency while leadership has a role to bring changes. Several characteristics of a leader can be described as follows: 1) Physical Character, 2) Personality, 3) Intelligence and Ability, 4) Social Character, 5) Social Background (Bass, 1990; Kirkpatrick and Locke, 1991). Additionally, according to Robbins (1996), a leader need to have an ability to develop mentally, realizing that everything is changing and never stay constant, has an analytical thinking, a strong memory, a communication skill, rationality and objectivity, acts pragmatically, has a sense of urgency, sense of timing, sense of cohesiveness, and sense of relevance. Basically, work motivation is defined as a trigger to do everything in a better way than the others to achieve a purpose (Husein, 2002). Motivation is also described as a concept to decompose elements of strength of employees so these can guide the employees to behave in a proper manner (Gibson.et.al,

2004; Malthis & Jackson, 2001; Suparno, 2015). Organization need the existance of motivation of the employees to do jobs wholeheartedly in order to meet the target (Robbins.et.al, 2005). [8]

3. Methodology

This study investigates the perceived relationship between leadership styles and team motivation levels in Halwani Bros Company. Specifically, the study investigates the relationship the three leadership styles (authoritarian, democratic and laissez-faire) have with team motivation. This research follows a survey design, and analysis is based on primary data generated through a structured questionnaire administered on respondents. Survey instrument used in data generation is the Multifactor Leadership Questionnaire.

4. Result And Discussion

The independent variables are the three leadership styles discussed above. They are affected by culture and influence team motivation. The proposed framework also suggests that this study determines whether and how organizational culture is associated with the execution of a leadership style to achieve an appropriate level of motivation between members of the organization.

H1: Democratic leadership style is positively correlated with team motivation.

H2: Authoritarian leadership style is positively correlated with team motivation.

H3: Laissez-faire leadership style is negatively correlated with team motivation.

H4: The dynamics of organizational culture show a relationship with leadership styles and team motivation.

H5: Different leadership styles display significantly different levels of team motivation.

Table 1
Overview of Leadership Styles

Dynamic Leadership	Team Motivation	Area of Interest	Managerial Applicability		Best For
			High	Low	
Democratic	+	Entrepreneurial sector	Meets challenges when companies need to make decisions over a short period.	Possibly lengthier decision-making process, the leader can appear uncertain.	Experts who know their job and carry out their responsibilities with minimal supervision: •Pharmaceutical industry •High-tech firms •Housing construction sites •Universities •Information technology companies
		Geographical area	UK (casual leadership)	A consensus rule would work best in Asian cultures, but complicate the process further	
		Workforce technical innovation	Helps employees accept changes, because they play a role in the process.	Values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader.	
Authoritarian	+	Entrepreneurial sector	Streamlined decision making under emergency situations, as no one challenges decisions.	Managers possess total authority and impose their will on employees, leading to abuse.	Industries with high productivity and turnover rates: •Music •Restaurants •Manufacturing
		Geographical area	France favours this style of leadership	Germany (hierarchy, consensus)	
		Workforce technical innovation	Benefits employees who require close supervision.	Creative employees who thrive in teams hate it.	
Laissez-faire	-	Entrepreneurial sector	Lacks direct supervision of employees and fails to provide regular feedback to those under supervision.	Produces no leadership or supervision efforts from managers, which can lead to poor production and control and increasing costs	Companies either in the incubator phase of product development or engaged in highly creative businesses: •Start-ups or social media companies •Research and development departments •High-tech firms •Product design - companies •Advertising agencies
		Geographical area	Australia (one of the mates)	Sweden (<i>primus inter pares</i>)	
		Workforce technical innovation	Ideal for highly experienced and trained employees.	Hinders the production of employees needing supervision.	

5. Conclusion

This study has examined the impact of different leadership styles on employee motivation focusing on dynamic leadership, which is a new concept. Leadership is an important perception that influences and motivates individuals and teams. Therefore, the efficiency and potential of a leader has a large impact on the motivation levels of a team. Further, in the current business environment, there is a need for dynamic leadership and leaders have to be adaptable and flexible to operate effectively. Major leadership styles such as transformational, transactional, authentic and servant styles influence team motivation. The transformational, authentic and servant leadership styles are positively correlated with team motivation whereas transactional leadership style is found to be negatively correlated. It is recommended that leaders focus on leadership styles that help to motivate team members. Team motivation is seen as an inherent reality for organizations because multi-professional teams will be required to collaborate and work on complex projects. Leadership will always be a crucial element that will guide group members in an organization towards specific goals. The dynamics of organizational culture can facilitate the relationship between leadership style and team motivation in organizations. Leadership and team motivation are important aspects of the food industry and can keep workers happy and satisfied.

References:

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