

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

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Title: The impact of leadership skills on Project Success in Royal commission for Jubail Project

1. Introduction

The word "leadership" can bring to intellect an assortment of images. For example.

- The art of a motivating group of people towards achieving a common goal.
- An influence on how one can lead, change the culture and direction towards a common goal

Leaders offer assistance to themselves and others to do the proper things. They set a course, construct an inspiring vision, and create something new. Leadership is around mapping out where you would like to go to "win" as a team or an organization; and it is energetic, energizing, and inspiring. For numerous individual's management could be in enormous shapeless form, one that can imagine management as distinctive things that hold diverse people and overall cultures. The concept of leadership can indeed be a small startling. However, there is a bounty of leaders who would never describe themselves using that word. They would tell you that they're fair doing what should be done. When it comes to leadership skills needed for a good leader, there's no enchantment equation or a single way of doing things. Each leader is one of a kind, even though there are a few common skills in leaders, include; people management, persuasion and influence, communication, strategic thinking, and change management, etc.

However, these skills and styles of leadership are also dependent on the type of industry. Leadership and management, the board are two particular and correlative frameworks of activity (Bresnen, et al, 1986). Truly this implies for the construction industry that to be an effective project manager, one will really require both undertaking management abilities and task the leadership abilities. The genuine challenge is to consolidate these two abilities and utilize everyone to build up and balance the other.

The project manager understands that he cannot achieve the goals and meet the objectives on his own, as in the case of a construction company where teamwork is needed. They need the right people to do the right things. In the Royal Commission for Jubail, the project managers that are considered as the leader of the project imply assigning to the correct individuals to urge the work done right. Furthermore, they are trained to become effective leaders by increasing their skill set that is required to complete the project milestones. For instance, they are extraordinary communicators,

but more critically they're incredible listeners. They don't hinder or conversation over others, they prefer to listen more than they talk and they know that the foremost basic of all human needs is to get the work done by listening to their perspective and molding them to accept yours.

1.1 Statement of the problem

Various leadership styles can be applied in one project. It is difficult to identify the most appropriate one. However, the importance of people management and leadership skills in respect of project management in the construction industry is suspect and is perhaps not seen as vital. It has received less attention than technical skills. The perceived ignorance may lead to losses and insufficiency in the project. Therefore, the role of a project manager is to utilize positive people skills and leadership ability. These skills are significant in respect of increasing the company's performance.

1.2 Aim of the Study

The study aims to learn about the importance of leaders and leadership in the construction industry. The motive is to identify the appropriate leadership styles and traits that best fit the construction project of the Royal Commission for Jubail.

1.3 The objective of the study

- To learn the importance of leadership style and traits.
- To examine the hard and soft skills needed by the leader to ensure successful project delivery in your organization

2. Review from Literature

Burke, Sims, Lazzarra, and Salas (2007) have conducted research in which they address the factors that promote trust in leaders and enlist the outcomes that arise due to trust (p.607). They highlight the need for empirical research that shares the knowledge of the relationship between trust and leadership and understand the relation between leader behavior, skills, and company's performance. Similarly, Morgeson, DeRue, and Karam (2010) indicated that "there is very little research is available that

assess the meditational mechanisms of leadership effect on teams performance and company's outcomes (p. 29). Given Morgeson's study, suggesting that there are different dimensions of trust in the leader, include affect-based trust and cognition-based trust. These are associated with individual outcomes.

2.1 Project manager as leader

It's around your peers, your employees, and your group. The finest leaders commit nearly all their vitality to inspire and enable others to work on a common goal. Taking care of their people could be an enormous portion of being a leader. Management normally comes with control, but to lead individuals with character and incite belief isn't consistent with being essentially concerned with acquiring and utilizing control. The foremost capable leaders are those who gain belief and remain trustworthy among team members

2.2 The leadership of the project management

Leadership will continuously include a few degrees of telling people what has to get done. But the most perfect way to create that happen is by making a difference and others figure out what should be done on their own. The required skills are of directing, mentoring, and coaching, not telling, controlling, and micromanaging (Arendse, 2013).

2.3 Leadership theories and types

Leadership theories are the description of how and why people become leaders. These theories focus on traits and behaviors that one needs to adapt to become or enhance leadership capabilities. There are various theories of leadership, we have discussed a few of them as follows:

2.3.1 Behavioral Theory

The behavioral theory centers around how leaders behave and expect that these qualities can be duplicated by different leaders. It is also known as style theory, it recommends that leaders aren't born successful, however, can be made dependent on

learnable behavior. Similarly, the project manager learns about how to tackle a large number of team members in a construction project (Walker, 1996). Furthermore, a project manager requires a mixture of skills that are not limited to interpersonal ability, technical competencies, and cognitive aptitude, along with the competence to comprehend the situation, team members and then effectively integrate appropriate leadership behaviors.

2.3.2 Contingency Theory

The contingency theory is also known as situational theory, it focuses on the situational effects of the leader. The effectiveness of a leader is dependent on situational context. Internal and external factors impact a leader and their situation. The company type, team size, and leadership style are internal factors whereas external factors, include client emotions, stakeholders' responses, and the marketplace. All situational factors play a role in the contingency theory.

2.3.3 Trait Theory

It states that leaders are born, They have some innate traits and skills that make them great leaders. In a construction company, these traits are further flourish by adding value through various skills.

2.4 Leadership styles

Laissez-faire leaders allow their team to be creative and do what they think is the best right way to complete the task. In construction, these leadership styles in good when the team is highly capable and willing to make decisions (Ogunlana, 2008). Whereas, Democratic leaders are chosen by vote of the team. Therefore, these leaders prefer to work well in a team. Autocratic leaders dedicate the work and expect others to follow their command. These leaders mostly belong to the military industry. Another leadership style is affiliative, these are more concerned with people. They are good for healing situations. Persuasive leadership style is good when the team is not much capable, these leaders influence the team's members to get the work them. These leaders are good at people management skills. Literature suggested that construction project is

comprised of skill and non-skill staff, all come from different backgrounds and depict different behavior against the project goals. Nevertheless, these different skills and non-skill people are managed by transformational and transactional leadership styles. Transformational style is to delegate the task to team members and encourage them to think out of the box, it encourages ideas over processes, whereas, transactional style micro manages the team to ensure pre-set standards are met. They are more concerned with processes than ideas. These leaders avoid changes and keep things the same.

2.5 Team/People Management through Soft and Hard leadership skills

From the initiation to the implementation stage of the project, it is most crucial to managing a team. Royal Commission for Jubail is a semi-government organization, has the objective of construction, operation and maintenance of infrastructure, and provision of public services, and the development of social development to support industrial companies, that has different traits of employees. Some are willing to work, others not, some are skillful, others are not. Therefore, it is pertinent to highlight that people management is a more crucial part for the company to achieve the project goals. Soft skills are applied for transforming the team's personality, attitude, and behavior. It supports balancing the people and task orientation proportionately without compromising the Royal Commission for Jubail objectives. Soft leadership skills promote change. However, hard skills can be adopted when problems are simple and clear. It enforces coercion on the team to get the work done. Soft skills are adopted when problems are too solve complex, need patience and perseverance to resolve.

3. Methodology

The research study is descriptive whose aim is to describe a problem statement. The study is conducted concerning existing theoretical literature, published and unpublished research. This research study is primarily a literature review on leadership, leaders, leadership styles, and leadership skills in the construction industry. Deductive reasoning

adopted that moves from broad generalization of Construction Company's leader's style to specific observation about leadership in Royal commission for Jubail. This study falls under qualitative research methodology.

4 Discussion

A literature review revealed that management of projects and construction was being created in the construction, designing, and engineering fields to improve construction planning and management of the budget. Furthermore, literature depicted that there is a need for effective leadership in the construction industry since the industry covers the construction projects in Jubail city. These projects are mainly large, technical, and complex in nature. Construction projects evolve a combination of specialized and non-specialized skills. The literature study revealed that leadership styles have an important role in how people socialize with those they seek to lead. Some of the leadership styles that are found in construction industries are 1) Autocratic leadership 2) Democratic leadership 3) Coaching leadership 4) Transactional leadership and 5) Transformational leadership. Various scholars state that leadership can be classified into three core areas, include a trait-based, situational, and behavioral approach. These classifications are considered as traditional approaches to understanding leadership. However, Price (2019) cited that factors of transformational leadership style are charisma, inspirational motivation, intellectual stimulation, and individualized consideration is found in various industries, great leaders. However, other scholars took a stand for the factors of transactional leadership styles, this includes contingent reward, active and passivenesses are traits of effective leadership. Price (2009) further revealed that construction industry professionals should take on and encourage the exercise of transformational leadership styles while interacting with employees. To this end, it is sometimes reviewed that individual traits of leader also play part in determining the leadership qualities or styles and this brings success to the project. For the project manager, it is essential to identify and apply the necessary leadership style suitable for the situation instead of predefined sets of successful traits.

Conclusion

The paper has reviewed the literature related to the construction industry and examine the significance of leadership styles needed for the construction project. Literature suggested that good leaders play an important role in the construction industry. However different leadership styles have different pros and cons. The paper examined certain leadership styles that are effective based on a given situation or moment within the project.

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