

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 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 SKILLS (Communication in the project) ON PROJECT SUCCESS IN Aramex – Logistics Services

1- Introduction:

Leadership has been a high-stake topic in the field of organizational theory throughout the years. Various studies investigated the ways in which leadership styles affecting the organization from different perspectives. Specifically, leadership style is one of the significant concepts affecting employees might also affect the feelings and thoughts of the employees. Communication competency within this context serves as one of the main pillars that leads the leaders' potential to leave a positive influence on the employees. In this respect, leadership style and communication competency could be seen as the fundamental dynamics affecting the job satisfaction of employees. The scholarship of organizational theory and leadership revealed that job satisfaction has been influenced by many organizational factors, ranging from salaries, job security, workplace conditions, to leadership. Leadership style also has a significant impact on the project's success, employees' job satisfaction, commitment and productivity.

There have been various studies on leadership styles and communication. However, there is scarcity of empirical evidence incorporating communication competency to the scholarship of leadership and success in industry. In this study, the aim is to harmonize the components of leadership styles and communication competency from the basis of job success in Logistics Sector. Therefore, this study is expected to bring unique perspectives to the field of organizational behavior. The purpose of this study is to examine the extent to which employee's job satisfaction affect the project success in a project is influenced by the leadership style and communication competency in Aramex – Logistics Services. This study starts with the literature review on leadership style and communication competency in the projects. Following the literature, empirical study has been explained following with findings of the survey. Then, the relations between the variables are emphasized and discussed under the light of the related literature.

2- Literature Review:

2.1. Job Satisfaction

Job satisfaction is an extensively investigated topic (Allen, Dreves and Ruhe, 1999; Kleinman, 2004, Yukl, 1998) and perceived as one of the critical tools for the job satisfaction of an employee. Studies have shown that the key for the organizational effectiveness, has been on the agenda of many studies including organizational culture and performance (Ogbonna and Harris, 2000), participative management and job satisfaction (Kim, 2002) and organizational commitment (Lok and Crawford, 2004; Jaskyte, 2004). The assumption of "happy employees are more productive rather than productive employees are happier" could be linked to the facts of job satisfaction. Wilkinson and Wagner (1993) asserted that working with a leader who does not provide support as well as revealing hostile behaviors could be stressful for the employees. Besides, Chen and Spector (1991), Brockner (1988) and De Cremer (2003) also noted that negative leader-employee interactions can have a negative influence on the employees' satisfaction showing

signs of stress and unwillingness to go to work. Therefore, the costs to the firm can be quite high in terms of stress, reduced productivity, increased absenteeism, and turnover (Keashly, Trott and MacLean, 1994; Ribelin, 2003). Besides, leaders must not only be supportive and dedicated toward employees' difficulties and problems but also be good listeners for the suggestions and opinions of the employees. Further, these emotions can lead to the following behaviors: aggression, regression, complaining, fighting, psychological withdrawal and quitting the job (Knoop, 1987; Wilkinson and Wagner, 1993). From a management perspective, these emotions can lead to decreased employee performance, tardiness, absenteeism and early retirements (Robbins, 1998; Ribelin, 2003).

2.2. Communication competency in the projects.

Scholarship on communication showed that communication competency of the leader has a significant role on the satisfaction of the employees. Cushman and Craig (1976) suggested that listening and negotiating skills of the managers are the determining factors in communication competency. Pavitt (1999) noted that managers need to be collaborative in their ways of communication in a way to create a two-way channel so that employees can internalize the vision created as a team. Communication is required for the leader as well as the organization to be efficient and effective (Zillioglu, 1996) By the help of communication the leader can be enable to share, assert and evaluate his/her ideas (Tutar ve Yilmaz 2003). Rallis ve Goldring (2000) in their study found that the leadership roles of project leaders have a positive effect on their collaboration skills and communication competency.

Flauto (1999) studied on a typology or taxonomy of communication competence, in which he noted that leadership, is a social process involving a relationship between individuals. This relationship is enacted through communication. Jurado et al. (2006) also investigated the link between communication theory and the leadership style. Kyoungjo et al (1991) investigated the relationships between leader-subordinate interpersonal communication and subordinate satisfaction in conjunction with leadership. Flauto (1999) also emphasized that communication competence is a prerequisite for effective leadership, as he found in his study that each of the leadership dimensions, was highly correlated with communication competency. A recent research of Penley et al (1991) showed that the higher performing managers will exhibit, the higher levels of communication skills will be revealed. Wiemann and Backlund (1980); Cupach and Spitzberg (1984) further discussed the strategies for evaluating communication competency in overall projects.

2.3. Leadership Styles:

Leadership styles has proved to be one of the key components of an effective organization. As it was asserted by Drucker (2003), the way how leader interacts with the team can determine the way how employees perform. However, leadership styles have been perceived seperately by some of the managers, which must be implemented as a strategic choice. In this context, instead of choosing only one style, they need to tailor their own leadership style. Research has shown that the most successful leaders have strengths in the following emotional intelligence competencies: self-awareness, self-regulation, motivation and also

social skill. According to Goleman (2010), there are six basic styles of leadership; each makes use of the key components of emotional intelligence in different combinations. As all six leadership styles have a measurable effect on each aspect of climate. Hence, the authoritative leadership style has the most positive effect on climate, but three others (Affiliative, Democratic, and Coaching) follow close behind. In the age of knowledge and technology, organizations need to be under the transformation process through the effective strategies used by their leaders and the leadership team. Bass (1990b) in one of his studies asserted that employees not only perform better when they believe that their managers are not only transformational leaders, but also leaders maintaining the satisfaction among the stakeholders. Medley and Larochelle (1995), Ogbonna and Harris, (2000) and Pagan (2008) investigated the role of leadership styles and job satisfaction. Besides leadership style, communication competency is also considered to be the determining factor on job satisfaction in the literature. Graen and Bien (1995) have dealt with the common concerns and the issues regarding the leadership and addressed the leadership theory in details in their study. There are other studies that are involved in the effects of leadership styles on job satisfaction within various subtitles. One of them is the impact of salesperson transformational leadership behavior on customer relationship marketing behavior (Jayakody and Sanjeewani, 2006). Another study explores the nature of the relationship between transformational leadership and two work-related attitudes, organizational commitment and job satisfaction (Walumbwa, Orwa, Wang and Lawler, 2005). Tichy and Ulrich (1984) questions the outcomes of transactional and transformational leadership and argue that whereas a transactional manager might make adjustments to the organizational tripod of mission, structure and human resources, a transformational leader may bring about fundamental changes in the organization's basic political and cultural systems. In this study, three types of leadership styles, "transformational leadership, Interactive leadership and Individual oriented leadership" are examined.

Transformational leadership; Transformational leaders emphasize followers' intrinsic motivation and personal development. They seek to align followers' aspirations and needs with desired organizational outcomes. In so doing, transformational leaders are able to foster followers commitment to the organizations and inspire them to exceed their expected performance (Sivanathan and Fekken, 2002). Interactive leadership; It requires a relationship that based on a mutual exchange between leaders and their followers (Burns, 1978). There are some reasons that support the expectation stating it is effective on leadership styles (transformational and interactive leadership) and job satisfaction. Firstly, transformational leaders bring interorganizational relations to the highest level by actively sharing personal value systems of the staff work in their organization. Transformational leaders also make explanations that link identity of the staff with the common identity of their organizations. Thus, internal motivation of the personnel and the quality of their mutual relations increase much more. Secondly, transformational leaders encourage their staff to internalize the processes of creative thinking by providing intellectual stimulation (Jung, Chow and Wu, 2003). Transformational leadership is related to the vision themes that are source of

inspiration more positively compared to the interactive leadership. On the other hand, interactive leaders are related to setting the agenda, clarifying the rewards, and instrumental themes (House and Shamir, 1993). Interactive leaders always approach their followers within the context of changing something with another: e.g. votes instead of work, campaign premiums instead of financial support. Such transactions constitute the most important part of the relation between leaders and their followers. On the other hand, transformational leaders feel the need for potential followers but try to meet more important needs in the Maslow's hierarchy of needs and have the chance to utilize full potential of the followers (Bass, 1990). According to Hackman and Johnson (2004), differences between transformational and interactive leaders are mainly based on Maslow's hierarchy of needs. While interactive leaders mainly focus on psychological, safety, and are belonging needs; transformational leaders work for meeting basic needs of their followers but they go beyond the exchange by including the employees in all aspects to meet the higher needs such as self-respect and self-actualization.

Individual oriented leadership; As the result of the Michigan University Leadership Research, two main leadership behaviors have been determined as "job-oriented" and "individual-oriented" (Stoner and Freeman, 1992). According to another study, symbiotic relation between leadership and change has two viewpoints as context-driven and individual-driven. For individual-driven point of view, leaders are people who start and maintain the change (Newton, 2002).

3- Research Methodology

3.1. Research Goal

In this paper we aim to identify the mediating effect of leadership styles and the communicating competency of bank managers on the job satisfaction of employees. To claim the hypotheses, a field survey was conducted.

3.2. The Measuring Instrument

A survey was used as a tool for data collection. This study is based on the survey developed by Wu (2006) to measure the effects of styles on job satisfaction based on the communication in the projects. The questionnaire of Madlock (2006), Miles, Patrick and King (1996) and Downs & Hazen (1977) have also been used to measure the effect of leadership style and communication competency on job satisfaction. The research instrument contains items prepared on a 5-point Likert scale from: 1-strongly disagree, 2-disagree, 3- neither agree nor disagree, 4-agree, 5-strongly agree. Questionnaires are administered to employees of the Global. These questionnaires show the perceptions of employees in regard to each question. The survey of this study is conducted on the staff employed globally, in the Middle east and in the European and the Asian continents. Data obtained from questionnaires is analyzed and the empirical evidence is evaluated through the regression analyses.

3.3. Research Findings

SPSS statistics program has been used for data analysis. The analyses we used are as follows, respectively: frequency lists regarding demographic features of respondents of the questionnaire; heuristic factor analyses; reliability tests;

correlation analysis showing one-to-one relations among variables; and regression analyses for testing research hypothesis. The acceptable error margin in these analyses or in other words, maximum statistical significance level (p value) has been defined as 5%.

3.3.1. Validity and the Reliability

Average deviation and standard deviation values, Cronbach's alpha reliability coefficients, and Pearson correlation coefficients (r) of variables in the model are shown in Table 1. Considering the average values, it is seen that leadership styles, communication competency, and job satisfaction of employees are below the middle value (3) of Likert scale that has points from 1 to 5. Standard deviation values of variables are between 0,75 and 0,92; and this shows that variance (variability) rate between these values is adequate for a valid analysis. Considering correlation coefficients in Table 1, it is seen that there are meaningful and strong one-to-one relations among the variables with an error margin of 1%.

Table 1. Correlation Table

	Mean	Std. Dev.	Relability Coeff.	1	2	3	4	5	6
1 Interactive	1,860	0,773	0.879	1,000					
2 Transformational	2,197	0,878	0.878	0,539	1,000				
3 Individual	2,534	0,920	0.786	0,356	0,572	1,000			
4 comm1	2,039	0,798	0.821	0,570	0,475	0,500	1,000		
5 comm2	1,976	0,836	0.807	0,591	0,442	0,406	0,597	1,000	
6 jobsats	1,592	0,753	0.934	0,716	0,355	0,227	0,499	0,523	1,000

We can also assume that there is strong correlation between the individual oriented leadership and transformational leadership (3 and 2). Also, the relationship between the communication competency (1) and communication competency (2) and interactive leadership asserts a strong correlation value. Depending on the findings we can assume that communication competency (2) has also strong correlation with communication competency (1). The highest correlation value (0,716) indicates that job satisfaction and interactive leadership are also correlated.

3.3.2. Factor Analysis

Table 2 and Table 3 reveals that Heuristic Factor Analysis results. The independent variables of our 5-factors theoretical model resulting in Table 2 are; Interactive Leadership, Transformational Leadership, Individual Oriented Leadership, communication competency1, and communication competency2.

Table 2. Factor Analysis

Interactive Leadership	1	2	2	4	5
s14	0,763409				
s15	0,76149				
s21	0,713337				
s19	0,668184				
s20	0,6363				
s16	0,590673				
s13					
Transformational Leadership	1	2	3	4	5
s9		0,818276			
s10		0,774478			
s8		0,734062			
s11		0,711497			
Individual Oriented Leadership	1	2	3	4	5
s9			0,818276		
s10			0,774478		
s8			0,734062		
s11			0,711497		
Communication Competency1					
s28				0,808568	
s29				0,78815	
s31				0,590311	
s27				0,586975	
Communication Competency2					
s35					0,755217
s34					0,737717
s37					0,608361
Total Exp. Variance %65.95					

Table 2 shows the distribution of the items allocated for each sub scale. Interactive leadership sub scale consists of 7 items. Transformational leadership sub scale consists of 4 items as well as individual oriented leadership sub scale consists of 4 items. As for communication competency (1) 4 items and communication competency (2) 3 items respectively.

Table 3. Factor Analysis of Job Satisfaction according to the communication

Job Satisfaction	Components
	1
s43	,874
s40	,858
s39	,848
s41	,847
s44	,800
s38	,788
s45	,779
s42	,745

As can be seen in Table 3, Job satisfaction is collected under only one factor with 8 items. The factor weight of the items is within the range of (.745) - (.874). These scores also showed that the items within this factor has strong loadings.

4- Results and Discussion

Effective leadership and communication are considered to be the fundamental factors for organizational success. Employees are the most important asset in an organization. A capable leader provides guidance for the organization and lead followers towards achieving desired goals. Therefore, organizations need to have efficient leaders to lead and motivate their employees in their daily operation so that they can achieve the organizational goals. The logistics services are the dynamic service sector and the engine of the company. The leadership styles and the capability of the managers in the logistics services operations play crucial role in achieving the company targets. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction. This research explores the relationship among supervisors' transformational, interactive and individual oriented leadership styles and employees' satisfaction in accordance to the communication in logistics projects. The results in this study showed that interactive leadership style and communication competency have a stronger relationship with job satisfaction. However, transformational and individual oriented leadership don't have any clear influence on logistics employees job satisfaction. Regarding the findings, the leadership affects the job satisfaction in logistics and any other organization. The concepts of interaction and communication could be seen as two counterparts completing one another. The findings of this study supported this assumption with empirical evidence. Communication and interaction could be emphasized as the main pillars of a leader. No matter what the challenges are the power of communication of a supervisor will enable the employees to overcome the roadblocks encountered. In this respect, this study provided insights for the further studies on leadership from the perspectives of the employees working in the logistics sector. This study is expected to highlight the interconnection between the dimensions of leadership style, communication competency and job satisfaction, which could be used in the daily practices of the managers or leaders who work there. Therefore, logistics leader could focus on their daily management practices as well as future strategic management steps by taking these three dimensions into consideration. In addition to implementation practices for the logistics sector, this study provides perspective for the future academic studies. We based our study on quantitative stance, focusing on the lived experiences of the employees in the logistics sector could also bring unique perspectives to the literature. Therefore, examining the rich experiences of both the employees and the managers qualitatively could be investigated in further studies. As well this method could also be adopted to the other sectors since job satisfaction, leadership style and communication competency are overlapping themes having equal importance in the service sector.

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Thank you

