

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**

Democratic Leadership and Its Influence on Motivation

Introduction:

A construction company decided to build a new pre-sales team, and this team will be responsible in writing the technical proposal for the bids and tenders. Eng. Bassim Khaled was assigned to be the team leader, he has a democratic leadership style, where it's centered on subordinates and encourage team member participate and share their knowledge, but he held the final responsibility and decision of the project. The primary characteristics of democratic leadership style are the team member are encouraged to share the ideas in the brainstorming sessions and the discussions at the beginning of the project, after sharing and discussions Eng. Bassem always make the final decision and assign authority among the team member.

Studies tells that democratic leaders are great motivators. This paper will study how Eng. Bassim motivate the team member and how these motivations influence the performance of the team. The objectives of this project are:

- Study democratic leadership style and traits
- Evaluating motivation and its relationship with leadership

Literature Review:

1. Democratic Leadership Style:

White and Lippitt has defined group participation, discussion and group decision motivated by a leader as the democratic leadership style. [1] Gastil in his study has defined the democratic as "the performance of three functions: distributing responsibility among the membership, empowering group members, and aiding the group's decision-making process." [2] Ralf Muller made a study on four hundred employee to study the favorable leadership style among them, the study indicates that employees are more loyal and attached to democratic leaders.[3]

2- Motivational leadership theories

UND has defined motivation as “energizing, directing, and sustaining employee efforts. “[4] there are three motivational theories with highest profile: Maslow's Hierarchy of Needs, McClelland's Three Needs Theory, and Herzberg's Motivation Theory [5]. Maslow's Hierarchy of needs is the motivational theory proposed by the scientist Abraham Maslow's which says that humans have a hierarchy of needs and they work their way up through these needs. As each need is satisfied, they move on to the next [6] David McClelland's motivation theory of management suggests that each person has three basic needs: the need for power, achievement, or affiliation. [6] Herzberg's Motivation Theory, suggests that individuals have two categories of needs when it comes to work – Hygiene and Motivators. Hygiene refers to a person's work environment, including working conditions, wages, workplace relations while Motivators are the factors that motivate people to work harder – job recognition, promotion, achievement [5]

Hilton made a study on the relation between the democratic leadership and the motivation. The study indicates that the democratic leadership style and motivations have positive relationship with the team of the organization [7]

Methodology:

This research was made among the team members within the pre-sales department, and interview was made for each member and a total of 15 member were involved. Eng. Bassim democratic leadership style was studied and the relation between this leadership and the motivation through Hazberg's motivational theory. The theory will study if Eng. Bassim leadership style and motivational acts on two factors. Hygiene and motivator factor as below graph show.



Figure 1 Herzberg's Two-Factor Theory

Result and Discussion:

Based on the team members interview answers, team was seeing Eng. Bassim as a true leader. The positive traits he has include: Patience, collaborating, strong personality and presence, encourager, productive and a giver. However, there were also negative traits and they are based on the team answers: Time is wasted on the meetings, it encourages no one to take responsibility for failure.

The hygiene factors were successfully influenced on the team. The team was satisfied on the working conditions, coworker relations and supervisor quality were excellent and encouraged by the democratic leadership style. Having all the hygiene factor satisfied, we can say that workers are not dissatisfied based on Herzberg's theory.

The team were influenced by some motivator factors which are: responsibility, work itself, and personal growth by the sharing of the ideas and information. But some of the team members were feeling bad for disregarding their efforts and ideas, which mean that democratic leadership style might fail influencing recognition and achievement as motivator factors. Still workers are satisfied on overall

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- [5] Tay, L.; Diener, E. (2011). "Needs and subjective well-being around the world". Journal of Personality and Social Psychology
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- [7] Hilton, S.K., Arkorful, H. and Martins, A. (2021), "Democratic leadership and organizational performance: the moderating effect of contingent reward", Management Research Review, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/MRR-04-2020-0237>