

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ 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)
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Instructor's Name: **Dr. Sara Adel**

Impact of Leadership Styles on Job Satisfaction of Specialized Medical Center Employees

Introduction

Leaders inspire, motivate, and guide the people and uplift the performance spirit within the organization to a higher level through their strong character traits and human relations. It is an important function of management which helps to maximize efficiency and to achieve organizational goals. Leadership means creating and planning, securing resources, and improving errors.

There is a huge belief that leaders actually influence project performance and morale. In some industrial projects the role of leadership has had a great influence. The decision to change leadership in cases has a hit or miss, but in other cases the performance of the project team can be increased through efficient leadership. On the basis of discussions above it is proposed that leaders play a vital role in successful performance of firm's or projects.

Leadership Styles

As the leadership style is one of the variables in this study so it is require defining it. Leadership is such a process in which subordinates are influenced by the leaders to achieve institutional goals (Omolayo, 2000; Bamigboye, 2000; Akanwa, 1997 & Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. 2012). Bass (1990) describes that leadership is regarded as interaction among individuals and groups of an organization in a structured or restructured manner.

Autocratic leaders are ones who take on a more authoritative role at work. An article in Forbes reports that more businesses have been looking to embrace autocratic leadership styles among their workforce. There are a number of vital benefits to autocratic leadership, according to the Houston Chronicle. For example, the team will have a clear vision of expectations and where their project and company is going. Autocratic Leaders can achieve results quickly. Best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member in the group. The autocratic leadership style also brings with it a faster

decision-making process, which benefits the company and employees.. There may be a team of advisers who are consulted, but the person in charge makes all final decisions, which are then quickly implemented

Democratic leadership balances decision-making responsibility between the group and the leader. Democratic leaders actively participate in discussions, but also make sure to listen to the views of others. This style often leads to positive, inclusive, and collaborative work environments and can bring out the group's creativity. Under this style, the leader still retains final responsibility for the group's decision.

Laissez-faire leadership, also known as delegative leadership, in which leaders are hands-off and allow group members to make the decisions. Subordinates are allowed to work as they choose, with complete freedom to make decision. with minimal or no interference. Management trusts the team members to make decisions and meaningful progress. This is an easy management style to administer and can promote creativity due to complete empowerment for the followers.

Purpose of the Study

The focus of the present study was to investigate the relationship between leadership styles of Department Heads and job satisfaction of SMC employees. This study was designed to identify the leadership styles of principals practiced by them in SMC and to find out the relationship between leadership styles and level of job satisfaction.

Review of Literature and Related Studies

There are several studies that discussed the significant effect of different leadership styles to the performance and job satisfaction of the members in the organization.

Go, F. M., Monachello, M. L. and Baum, T. (1996) explain leadership as the ability to adopt process and force to direct in certain situations. Schermerhorn (1999), Robbins (2001) and Hersey, P. and Blanchard K. H. (2001) state that the process of leadership is used to stimulate the followers and it is the behavior of an individual that have such influences which help to achieve organizational goals.

Kavanaugh and Ninemeier (2001) describe that leadership style is determined by three factors such as: characteristics of leaders and subordinates and the organizational environment. Characteristics of leaders include knowledge, personality, values, and experiences which modify their particular leadership style, characteristics of employees include different personalities, backgrounds, expectations and experiences. Lewin, Lippit and White (1939), Wiles, 1990 and Liberman et al. (1994) identified three leadership styles such as: Autocratic, democratic and laissez-faire leadership styles. Adeyemi (2004) says that autocratic leader rules with severity. The leader neither communicates clearly to the subordinate nor delegates the authority to them (Smylie & Jack, 1990; Hoy & Miskel, 1992; John, 2002). Whereas, in the democratic style subordinates and individuals are consulted in decision making and in formulating organizational policies (Okeniyi, 1995; Adeyemi, 2004; Heenan & Bennis, 1999). Even though, the laissez-faire leadership style gives the opportunity to individuals to have dominant roles in decision-making. Subordinates are free to do what they like and they exercise power without the leader's participation. Some of the biggest benefits of democratic leadership is its stress on team involvement, participation, and engagement, according to a LinkedIn article written by Financial Analyst Surendra Jakhar. The performance of each employee is acknowledged and the best results among workers are rewarded.

Objectives of the Study

- To identify the leadership styles in SMC as perceived by the employees.
- To find out the relationship between leadership styles and job satisfaction of employees.

Research Design and Method

The data were collected by using the Survey method from the selected sample comprised of 82 employees from 107 departments all over SMC.

This study focused to investigate the relationship between leadership styles and job satisfaction. The variables included in this study were leadership styles and job satisfaction. Leadership style was the independent variable and job satisfaction was the

dependent variable. This study was co-relational in nature as the researcher intended to seek out relationships among variables included in the study and survey design was used to collect the data. As the present study was delimited to the employees of SMC, according to the list provided by Director of Human Resources Department, there are 107 departments in SMC. So, the population of the study comprised of all employees listed in the database. A total of 100 employee respondents were selected from different departments/unit by using random sampling technique.

Leadership style was identified using leadership style questionnaire and job satisfaction was measured by using job satisfaction questionnaire. For the purpose of data collection two different questionnaires were used in the study and for each questionnaire, five point Likert scale was used to gather the responses. In order to find out the perceptions of employees about the leadership styles of their department heads a Leadership Style Questionnaire (LSQ) was developed by the researcher himself. To meet the study objectives following questionnaires were reviewed: Leadership Expert Questionnaire developed by Oates (2010); Leadership Style Survey developed by Clark (2007).

Results

Data were analyzed with the help of descriptive and inferential statistics. The collected data were analyzed by using different statistical techniques such as frequency count, percentages and Mean. As sample of the study was consisted on 100 employees but the return rate was 82. So, statistical analysis of data was conducted on 82 SMC employees.

Leadership styles	N	%
Autocratic	18	21.95
Democratic	60	73.17
Laissez faire	4	4.88
Total	82	100.0

Table 1 reflects the frequency and percentage of employees' perceptions falling in different leadership styles. On the basis of their perceptions, 18 employees (21.95%,)

agreed that their department heads are practicing autocratic leadership style in their department/unit. On the other hand, 60 employees (73.17%) agreed that their department heads are practicing democratic leadership style in their department/unit, whereas only 4 employees (4.88%) agreed that their department heads are practicing laissez faire leadership style. Mean values among these three leadership styles also shows that democratic leadership style is the most practiced style. While, autocratic style is less practiced and laissez faire leadership style is hardly practiced in SMC.

Perceptions of SMC Employees about the job satisfaction

In the following table, results of employees' perceptions about their job satisfaction are presented:

	Mean
Job satisfaction	4.06

Table 2 reflects the employees' perceptions about their job satisfaction. It is revealed that employees have highly positive mean score for the Job Satisfaction (Mean=4.06). This means that employees feel higher level of job satisfaction in their department/unit.

Discussion

The data collected for this study were analyzed and several findings were made. One significant finding was the fact that the democratic leadership style is the most practiced leadership style in different departments of SMC. Another finding revealed that democratic leadership style has positive relationship with job satisfaction of employees. The present study findings revealed that democratic leadership style has a significant and positive effect on the job satisfaction of employees as compared to autocratic leadership style, whereas laissez faire leadership style has a negative effect on the job satisfaction of SMC employees.

Conclusions

Based on the results of this study, it was concluded that democratic leadership style is the most practiced leadership style in SMC and this style has a positive relationship with the job satisfaction of employees. It is also concluded that democratic style enhances

the job satisfaction of employees while laissez faire style decreases the level of job satisfaction. Essentially, there is a higher morale in an environment under democratic leadership.

Recommendations

Considering the results and conclusions it is recommended that the democratic style of leadership should be supported and used by all department heads in their administrative responsibilities rather than autocratic or laissez faire style. This was evident in the findings of this study that democratic leadership style as being significantly related with employees' job satisfaction in SMC. In this regard, SMC department heads should continue to use the democratic leadership style by delegating authority to staff in order to facilitate or enhance better job satisfaction among employees in their department/units.

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