

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة 9 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. (اختياري).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Employee Motivation

Introduction

Motivation is a critical element that merges internal and external factors to stimulate people's interest and commitment to jobs. It involves cognitive, biological, social, and emotional attributes that trigger one's behavior to execute a task. On the problem statement, businesses face significant challenges regarding employee commitment, engagement, recruitment, and retention, as only 19% of employees are well engaged (Nabi, Islam, Dip, & Hossain, 2017). In 2019, the turnover rate in the banking sector was 23.5%, 56% of banks claimed that it was challenging retaining younger talent, 71% of banks admitted that they did not have strategies for younger talent and CEO average salaries decreased by 5% in 2019 (Crowe LLP, 2019). These statistics highlight the need by banks to improve employee engagement, retention, and commitment, reducing turnovers and improving performance. Therefore, this paper assesses motivation as a factor that firms can adopt to solve these issues. The research aim for this paper is to establish the role that monetary and non-monetary factors play in motivating employees and performance improvement in the banking sector. The objectives for the study are;

- To analyze whether monetary factors contribute to employee motivation and productivity.
- To establish whether non-monetary elements influence employee productivity and motivation.
- To determine whether employee motivation is linked to performance
- To assess motivation conditions in the banking sector
- To ascertain whether monetary incentives are more effective than financial incentives.

Literature Review and Conceptual framework

Various researchers have assessed how motivation could reinforce desirable behavior driving employees to attain the set targets, improving productivity. Firms have strived to achieve motivation using different motivational theories, including the Herzberg theory, Maslow's model, and Vroom's expectancy theory. These theories integrate soft skills, which are people-oriented and include compassion and setting of personal examples. Hard leadership skills are task-oriented, including negative motivation and threats to fulfill their aims. The Herzberg theory employs a two-factor approach where one focuses on job dissatisfaction influenced by hygiene factors, including work conditions, policies and rules, and supervisory quality (Badubi, 2017). The other part focuses on job satisfaction influenced by motivation factors such as recognition, work itself, personal growth, and achievements (Badubi, 2017). In this context, dissatisfaction decreases with improved monetary incentives, while satisfaction improves with the implementation of non-monetary incentives. Examples of hard skills, in this case, would be restrictive supervision for lazy employees, while soft skills would be promoting positive co-worker relations. Vroom's expectancy theory holds that employee performance results from individual factors such as abilities, skills, personality, and knowledge (Lee & Raschke, 2016). Maslow's Hierarchy of needs model argues that prioritize needs based on their importance (Lee & Raschke, 2016). Meeting the five categories of needs outline in this theory requires applying both monetary and non-monetary motivation factors. Regardless of the motivational model employed, firms tend to focus more on financial incentives through basic wages, allowances, health insurance, and overtime pay since its employees' primary working objectives are to obtain funds to sustain their families (Yousaf, Latif, Aslam & Saddiqui, 2014). However, non-financial

factors such as working condition, employee engagement, job security, and training influence motivation as workers want to be involved in the firm's operations through engagement and improve their skills through training besides feeling safe by working in a safe environment and job security (Yousaf, Latif, Aslam & Saddiqui, 2014). Hence, this study builds on Herzberg's two-factor approach to motivation and differences in motivation using monetary and non-monetary incentives.

Methodology

The study will develop a survey questionnaire to collect data from employees working in the banking sector to assess how financial and non-financial factors influence their motivation. The questionnaires will be hand-delivered to target employees, and the results will be analyzed using descriptive statistical analysis methods and will comprise four sections as indicated in appendix 1. This analytical method means that a descriptive study method will be used because the research primarily seeks to answer the outlined research questions regarding how specific issues affect motivation in the banking sector. The study will analyze questionnaires filled by 150 employees from different banks such as Wells Fargo, JPMorgan, Citi, Bank of America, and US Bank to attain representativeness. The sample will be obtained through cluster sampling by dividing the banking population into batches and sampling from these batches. Cluster sampling was used since banks have different departments, including audit, human resources, research and development, and private banking. It is necessary to capture each of these sectors and senior and junior employees. Some of the anticipated challenges include obtaining banks' approvals and unwillingness by some employees to participate in the study or filling in the wrong information. However, they may be overcome by explaining to the employees the study's intention and obtaining informed consent.

Results and Discussion

Collected data will be tabulated in MS Excel to conduct frequency analysis and reliability analysis to answer the research objectives. The frequency analysis will employ various demographics, including the department of work, job position, and years of service. For example, the years of service variable will answer the turnover rates and career development question as high rates will indicate sufficient motivation. The frequency analysis will also focus on employee satisfaction with non-financial and financial incentives where high scores will signal high motivation. Differentiating the motivation impact of non-financial and financial incentives will be discerned by the percentage outcomes for each. It is expected that the research's findings will align with previous studies that both financial and non-financial factors are critical in motivating employees. Further, the study will affirm the relationship between employee motivation and performance. This study's significance will be emphasized by its ability to determine the different motivational effects resulting from monetary incentives and monetary incentives. Further, the study will affirm the high level of demotivation and turnover discussed in the problem statement.

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