

Everyone's Smart University

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PROJECT LEADERSHIP

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THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN SIDRA ORGANIZATION/EVENT MANAGEMENT

1. INTRODUCTION

This report was motivated by the premise that successful projects mainly depend on the quality of their leaders. The purpose of this research is to identify the leadership styles that organization adopts and find an effective tool to improve and enhance these styles in the work environment. This report will cover some major points, which are the literature review about leadership, theory of leadership, leadership style (pacesetting and visionary), motivation (Herzberg's two-factor theory), the relationship between leadership style and motivation, and the methodology followed to complete this report. In the end, the outcomes of this research will be discussed.

2. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This step addresses extracting the ideas from others' work by synthesizing, summarizing previous scientific sources, and reviewing the literature about definition of the leadership, its theories, styles, and the most effective skill that will affect the organization's success.

2.1 Leadership

Leadership is a philosophical science that can be learned, studied, understood, and applied by people who are so inclined. To understand the true significance of studying the philosophy of leadership, the difference between management and leadership must be explicitly determined. Therefore, leadership is defined as the art of influencing people to accomplish organizational goals, while management is the science of specifying and implementing means. On other hand, the pure leader is a philosopher and the pure manager is a technologist. In fact, the test of who is or is not a leader depends upon how one uses or implements the technologies of leadership.

2.2 Theory of leadership

There are as many different perspectives of leadership as there are features that distinguish leaders from not. While a lot of research nowadays has shifted from traditional trait or personality-based theories to a situation theory, which refers to the situation in which leadership is performed is determined by the leadership skills and traits of the leader (Avolio, Walumbwa, & Weber, 2009). Although new theories are appearing all of the time, most of them can be classified as one of the five major theories: "Great Man" Theory, Trait Theory, Behavioral Theories, Contingency Theories, and Modern Views.

2.3 Leadership style

Leadership styles are the approaches used to motivate followers. It is thus useful to possess a thorough understanding of the different styles as such knowledge increases the tools available to lead effectively. Below are a number of leadership styles the Sidra organization embraced to fit its situations, groups, and individuals.

2.3.1 pacesetting leadership

The leader of this style sets very high-performance standards and embodies them himself. He is extremely obsessive about doing all things in the best and fastest way. He rapidly pinpoints poor performance and requests more from them. The pacesetting style destroys the creative spirit. Many workers feel overwhelmed by the frequently required to improve quality, and their morale goes down. The leader who adopts this style always expects the people to know what to do. Moreover, flexibility evaporates; work becomes focused on the tasks and routine and gets boring (Goleman, 2000).

2.3.2 visionary leadership

Visionary leaders can be found everywhere in society. Visionary leadership creates an inspiring vision and leads that vision among subordinates so that organizations move from great to way better. Moreover, visionary leadership refers to the capacity to form and communicate a view of a wanted state of affairs that clarifies the current circumstance and induces commitment to a superior future. Visionary leadership is known as one that "established goals and objectives for individual and group of actions, which define not what we are but rather what we seek to be or do" (Colton, 1985).

2.4 Motivation (Herzberg's two-factor theory)

Motivation is one of the most important leadership skills that affects human behavior and performance. The type of motivation an individual or group exerted in their work duties can affect completely organizational performance. Employees are the main power for any organizations' activities, so the employees' motivation will critically determine the organizations' success. Although, in understanding that employees' needs and preferences will not be the same for all others, on the other hand a set of motivation triggers designed for an individual or groups may not have the same effect on others.

Herzberg's theory defined two types of factors in determining employees' behaviors and working level of performance, which are Motivation & Hygiene Factors. Motivation Factors are Intrinsic Factors that will increase employees' job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction (Robbins, 2009). Two-Factor Theory closely tends to Maslow's hierarchy of needs but it provided more factors to know how employees are motivated in the workplace, so the lower-level needs of Maslow's hierarchy known as (extrinsic or hygiene factors) of individuals and employees would not motivate them to exert effort, but it only prevents them from being dissatisfied. So towards motivating employees, higher-level needs (intrinsic or motivation factors) must be provided.

2.5 Leadership and Motivation

The problem faced by some organizations today is the underlying factors of low employees' performance in organizations, several factors causing this decline, but the major one is the leadership style adopted by the organization and its behaviors. For example, the excessive workload for long times and less communication with subordinates in the work environment too rigidly will make employees depressing, therefore that will affect job quality degradation. These issues are most common in the pacesetting style of leadership. For that, the employees' encouragement is very required in improving the ability to work and increase productivity.

3. METHODOLOGY

This research primarily focuses on providing a scientific review about the impact of leadership skills on success in the Sidra organization. The research process commenced with a careful review of the literature on leadership. The literature review provided leadership styles of Sidra organization from previous scientific sources mentioned in reference, where the work was implemented, by synthesizing, summarizing scientific articles.

4. RESULTS AND DISCUSSION

This research contributed by bringing out some significant theoretical by reviewing old studies and spot the light on the organization's leadership styles and motivation technique and the relationship between them. In addition, the research presented a motion to combine two groups of Intrinsic and Extrinsic Factors as one set of determinants. The remodeling of Two-Factors Theory should use to determine employees' job satisfaction factors to maximize their job performance. Conclude from this issue that project success is certain if the application of the leadership styles is proper by motivating the individuals to become more active in the organization, stimulating them to increase their achievements. The finding of this research confirms the fact that the motivation technique mainly effects on visionary and pacesetting leadership behavior of leaders, which will improve on employees' performance

5. REFERENCE

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