

Everyone's Smart University

Project (Spring 2021)

Student Name	Norah Abdulrahman AlShaikhmubarak	اسم الطالب
Students I.D	2021200493	الرقم الجامعي

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 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 موحّد 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 THE EMPLOYEE PERFORMANCE IN KING ABDULAZIZ HOSPITAL: A CASE STUDY

1. Introduction

The leadership is an important part of any effective team, it is the meaning of inspiration of the team members to archive the goals of any organization or department [1]. Leader is defined as a person with high responsibility and personality to influence the followers to achieve their goals [2]. There are many leadership styles in any organization, and every leader could be a combination of different leadership styles. The style usually affected by circumstances, environment or stress and these reasons could negatively affect and lead the leaders to choose or revert to the wrong style.

In our case study in King Abdulaziz Hospital the case study is the Head of the department. She is a female with 63 years old, so I can categorize her from the old-style heads. I see her as a combination of Affiliative and Autocratic for many reasons. She is funny and friendly, but she cannot organize the work and advice the team, everyone is working with their own. Furthermore, she like to take the adopt the boss style and limiting the members responsibility in some cases. She left the organization one year ago and since then we keep facing many problems with divided the responsibilities since everything was randomly divided.

2. Literature Review

The leadership style is directly affecting the employee performance, the leader has the ability to influence attitudes, beliefs and abilities of their employee [4]. The employee performance is affecting the whole organization [4]. Some leaders couldn't manage their group which negatively lead to neglect shortcomings that can degrade the performance of employees, teams, and organizations [3]. Although we know that the leadership is inborn skills but some studies have confirmed that leadership can be developed if one focuses on the inborn preferences [2].

2.1 Affiliative Style

The affiliative leader promotes harmony among followers, and helps to solve conflict. By making sure followers feel connected to each other, this leader is adept at building teams. Followers can expect to receive a lot of praise from this style; unfortunately, poor performance may go unchecked. In affiliative style of leadership, there is a focus on people, teambuilding, bonding and forging alliances. This style is useful in creating teams or for healing dysfunctional relationships: the affiliative leadership style is highly focused on team building, teamwork and increasing trust [3].

2.2 Autocratic Style

Autocratic leadership, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group.[5]. The primary characteristics of autocratic leadership include; Requires leaders to make almost all of the decisions, Leaves group feeling like they aren't trusted with decisions or important tasks and Discourages creativity and out-of-the box thinking [5].

2.3 Problem-Solving skill

Problem-solving starts with identifying the issue. Problem-solving skills help you determine the source of a problem and find an effective solution. Although problem solving is often identified as its own separate skill, there are other related skills that contribute to this ability. [2]

Human are guided by one of the four formal functions used when solving problems. These functions are sensing which is a perception through our senses; thinking which gives us meaning and understanding; feeling which judges and assesses, and intuition which tells us about the possibilities in the future [42]. Every human being has one function which is applied most when making decision- the dominant function. The opposite of the dominant function (which is the strength of that person) is the inferior function (which is the weakness of that person). When, the dominant function is thinking the weakest function will be feeling. When the dominant function is intuition, the inferior function will be sensing. [6]

3. Methodology

I have conducted an interview with three employees of our department which is a qualitative research technique that involves asking open-ended questions and collect elicit data about a subject. The interviews were regarding the difference regarding our department during the present of our leader and after she left the department and how this affected the team members.

4. Results ad Discussion

This small study was confirmed that the style and the skills of the leader are directly affected the employee performance and the effectiveness of the work. Therefore, some style of leader could affect the group negatively even after they left the department since there are many tasks already divided and have been executed during their leading.

References

- [1] Sosik, J. J., & Dionne, S. D. (1997). Leadership styles and Deming's behavior factors. *Journal of Business and Psychology*, 11(4), 447–462. <https://doi.org/10.1007/bf02195891>
- [2] Sethuraman, K., & Suresh, J. (2014). Effective Leadership Styles. *International Business Research*, 7(9). <https://doi.org/10.5539/ibr.v7n9p165>
- [3] Kaiser, R. B., & Overfield, D. V. (2011). Strengths, strengths overused, and lopsided leadership. *Consulting Psychology Journal: Practice and Research*, 63(2), 89–109. <https://doi.org/10.1037/a0024470>
- [4] Shafie, B., Baghersalimi, S., & Barghi, V. (2013). The Relationship between Leadership Style and Employee Performance : Case Study of Real Estate Registration Organization of Tehran Province. *Singaporean Journal of Business , Economics and Management Studies*, 2(5), 21–29. <https://doi.org/10.12816/0003885>
- [5] Van Vugt, M., Jepson, S. F., Hart, C. M., & De Cremer, D. (2004). Autocratic leadership in social dilemmas: A threat to group stability. *Journal of Experimental Social Psychology*, 40(1), 1–13. [https://doi.org/10.1016/s0022-1031\(03\)00061-1](https://doi.org/10.1016/s0022-1031(03)00061-1)
- [6] Kayode, B. (2014). Leadership and Decision-making: A Study on Reflexive Relationship Between Leadership Style and Decision-making Approach. *British Journal of Education, Society & Behavioural Science*, 4(4), 473–484. <https://doi.org/10.9734/bjesbs/2014/5514>