

Everyone's Smart University

Project (Spring 2021)

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Project Leadership

Introduction:

The issue at hand is that the organization under study has a high turnover rate. To control this high turnover rate, leadership has to play its role. Leadership skills and qualities have a direct impact over employee motivation level. Throughout this paper, the researcher will be addressing the different styles of leadership and how motivation is required to perform the different tasks to ensure the organizational success and growth. To understand the role of leadership in an organization, it is important to revisit main factors of the management in short, According to *Henri Fayol* (1949), 5 functions determines the success or the failure of the management, and the project managers must understand and achieve the balance in each element individually, which include planning, leading, controlling, organizing, and motivating (Jensen, 2018). Within this paper, we will be addressing the 5th element which is the motivational part. The aim of this research is to study the role of leadership in motivating the employee workforce, and to ensure that employee turnover rate remains under control. The objectives are:

- To study the motivational theories that can guide the organization towards utilizing leadership effectively to motivate the workforce
- To analyze best motivational approaches and tools that can be suitable for the organization.
- To recommend the steps that the organization should take to keep its work force motivated.

Literature Review and Conceptual framework:

A successful organizational team depends on communication and continuous motivation within the team. There are plenty of methods of motivation out there. The theory of X and Y factors by *Mcgregor* will be discussed here as it is most suitable for most of the organizations as it is a very flexible theory and easy to apply. The motivational theory by *Mcgregor* is divided into two main factors. It explains the different points of view of the managers in the project to their employees, highlighting the contrast and the differences between the two perspectives within the organization (Webb, 2007). The managers in X theory are having an inferior look at the employees, they believe that the employees are all lazy, not fond of their jobs, they are only coming to work for the money and they have only little motivation. We can say that in the X theory, the power lies between the hands on the managerial positional only in an autocratic way. Therefore, that would require the managers to micro-supervision the employees constantly to ensure that the task is being completed. Within the theory, it is highlighting the need for the managers to supervise the employees and using external rewards techniques and penalties to ensure the completion of the task. This approach might not be too suitable to motivate the employees (Jensen, 2018).

On the other hand, the Y theory encourages the leadership of an organization to obtain a very positive view of the employees. The managers believe that the employees are self-confident, self-motivated, reliable, and they are fond of their job (Chua & Ayoko, 2019). On the contrary, in this theory, the managers look at the employees as a very valuable resource, and they are the core source of the project's success. The employees don't require any supervision to complete the project, besides the

employees tend to take full responsibility for their task. Since the employees are highly motivated and enjoying their work, they will be able to provide high-quality results without the need for supervision from the managers. Unlike in the X theory, we can say that in the y theory, the power lies between the collaboration between the managerial positional and the employees in a democratic way.

Methodology:

This research will be carried out as a systematic literature review. In a systematic literature review, particular inclusion and exclusion criteria is developed and previous research on the topic is studied on the basis of the same. In this case, articles from high ranked journals will be studied. The articles included in this research are published in 2015 or later.

Results and Discussion:

After reviewing the preliminary literature available on the topic, it can be said that motivation is an important and significant part of leadership. It is essential to understand the wide difference between a Leader and a Manager in any project, as this concept will be the main factor in the success of the project. A leader is someone who is engaging with his team regularly and leading his team throughout the different tasks (Webb, 2007). We can think of it as the carrier of the entire team in this process. The Leader would participate in group discussion and gets to know the different opinions and thoughts from the entire team for the success of the project, he is more of a team

player. While a manager is someone who is observing the task from afar and providing the guidelines to the entire team. We can think of him as a person who controls the group solely. Most managers are fanatic about their point of view and they would require the rest of the time to follow along with their perspective (Chua & Ayoko, 2019).

Applying these theories within the project will have its benefits and disadvantages, in theory, X the motivational method is very direct with specified goals and targets. For example, the rewards programs are based on personal achievements from the employees which go along with the business objective because if they failed to implement the practices, the employees will most likely remain in their idle stage. Therefore, the companies will need to set clear and direct rewards and penalties programs to maintain the availability of the employees. Meanwhile, in theory, Y, the motivation is existing in a Positive-passive influence, which is very suitable in most of the companies, however, it is very difficult to achieve as the entire company needs to channel all its resources and efforts in creating this very friendly environment, through recognition and appreciation to ensure that the employees are kept motivated in their full-energetic form (Jensen, 2018).

In short, deciding the correct approach will determine the success or the failure of the project. However, the manager should take into consideration motivation of the workforce to ensure the success of the organization. A successful project manager should understand both theories when it comes to the motivation of the team. As each theory will have its impact on the outcome of the task and it will have a massive impact on the productivity and quality levels of the employees. A successful project manager needs to obtain the balance between the two theories, and learn to select the

appropriate time to apply each method to ensure the success of the project with the lost cost, and with the highest quality in the least manner of time.

References

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