



DEMOCRATIC AND MOTIVATIONAL LEADERSHIP STYLE FOR EFFECTIVE PROJECT MANAGEMENT PERFORMANCE AND SUCCESS: A LITERATURE REVIEW

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Abstract

This study provided a literature review of the role of democratic and motivational leadership styles on project management performance. As a qualitative study, a content analysis was used to obtain the information. The review points to the fact that literature supports the Impact of democratic and motivational leadership style on effective project management. This study could infer that project management success is inevitable if leadership styles, principles, and methodologies are appropriately and thoroughly implemented. Practical project leadership style applications improve organizational performance, team development, increase service delivery and customer satisfaction. Many scholarly perspectives on each leadership style are offered to validate the research goal to ensure successful project performance and success. Finally, democratic leadership was found to provide advice while allowing the group to make its own decisions. For the decision-making process, the leader solicits ideas from the team. Job motivation is a critical component of project success, and the project manager must motivate their staff. And that leadership styles have an impact on staff motivation to some level. Finally, it was suggested that more research be done on the effects of alternative leadership styles on project performance and success.

Keywords: Democratic Leadership, Motivational Leadership, Effective Project Management, Performance, Success



INTRODUCTION

The duty of a manager is to direct and inspire staff to get the job done (Morsiani, Bagnasco, & Sasso, 2017). Therefore, leadership and inspiration go hand in hand (Jia, Liu, Chin, & Hu, 2018). Over the years, scholars have developed various theories of leadership (Anderson & Sun, 2017) and motivation that managers can use to suit a situation (Hur, 2018).

Employees are confused without leadership, resulting in a chaotic work environment (Mankins & Garton, 2017). As a result, employees struggle to work to their best abilities without encouragement (Chapman & White, 2019). Leadership and motivational theories, if used efficiently, help to lead employees and the organization towards success (Fiaz & Saqib, 2017). Recognizing the core elements of fundamental leadership and motivational theories and applying them correctly may accomplish this.

Several studies have shown that a project manager's position is crucial to the project's success (de Oliveira & Rabechini 2019). Some project managers cultivate a specific leadership style (Velu, Manxhari, Demiri, & Jahaj, 2017).

An efficient leader may adopt a style and leadership style to suit the circumstances (Günzel-Jensen, Hansen, Jakobsen, & Wulff, 2018). Any one of the styles could be successful (Bowers, Hall, & Srinivasan, 2017).

A focus on performance relies on a proactive leader (Varela, Bande, Del Rio, & Jaramillo, 2019) who can clarify the larger picture, predict events and even avoid issues (Rodrigues & Rebelo, 2019).

Although researchers in several disciplines have suggested that leadership style is becoming increasingly critical to project success (Zuo et al., 2018), there is limited research in the power sector context. Thus, there is a need for more extensive empirical evidence that evaluates the benefits associated with democratic and motivational leadership style and, more specifically, its associations with employee motivation and project performance.

The paper explores the role of democratic and motivational leadership style has on effective project management as a basis of literature review.

CONCEPTUAL PERSPECTIVE

There are two leadership styles in this sample, such as democratic and motivational, taken as independent variables, and the output of workers will be taken as a dependent variable. The conceptual model is built based on their relationship and evaluates which type of leadership is most suitable for improving an organization's performance. Performance is therefore interpreted operationally as performing specified duties (Buil, Martínez, & Matute, 2019), meeting deadlines (Oriarewo, Ofobruku, Agbaeze, & Tor, 2018), team feedback

(Helmreich & Schaefer, 2018), and achieving departmental goals (Abualoush, Obeidat, Tarhini, & Al-Badi, 2018). In addition, performance (Ruiz & Sirvent, 2019), specialization (Anyakoha, 2019), efficient input (Fitria, Mukhtar, & Akbar, 2017), and good organizational relations (Esteban-Sanchez, de la Cuesta-Gonzalez, & Paredes-Gazquez, 2017) can contribute to the above.

Both terms (leadership and employee performance) cohesion should be demonstrated by styles and approaches to build products that are a variable in leadership in this study, and indeed (Latif, Nazeer, Shahzad, Ullah, Imranullah, & Sahibzada, 2020) described leadership as the ability to use management skills to coordinate performance processes by inspiring (Wijewardena, Samaratunge, & Härtel, 2019), igniting (Chin, 2017) and motivating teams (Delavallade, 2021) to achieve set organizational goals.

THEORETICAL FRAMEWORK

The leadership of projects is generally regarded as a significant part of project control (Pilkienė, Alonderienė, Chmieliauskas, Šimkonis, & Müller, 2018). Leadership was described by (Chiniara, & Bentein, 2018) as manipulating a group towards achieving goals. Leadership is different from management because it does not generally allow a formal management rank in an organization (Wajdi, 2017).

Outside the organization's formal framework, a manager may lead effectively, and the capacity to influence can arise (Quinn, Clair, Faerman, Thompson, & McGrath, 2020). There have been three classifications of leadership theories in general, including attribute, behavioral, and contingency theories (Kovach, 2018), and established seven characteristics of successful project managers.

Studies have developed three major leadership styles: autocratic, democratic, and laissez-faire leadership styles (Olu, 2020). In particular, authoritarian leaders set specific standards about what needs to be achieved, when and how it should be done (Scheppele, 2018); democratic leaders give instructions to party members, but welcome involvement (Cowan, 2017), and laissez-faire leaders (Chen, Zhu, & Liu, 2019) show little or no direction to group members and allow group members to make decisions.

In addition, research has indicated two aspects of leadership behavior: (1) employee-oriented and (2) production-oriented (Ocholi, 2018). Employee-oriented leaders, also known as person-oriented leaders, stressed interpersonal relationships and cared about their employees' needs (Richter, Tafvelin, & Sverke, 2018), while production-oriented leaders, also known as task-oriented leaders, tended to be more concerned with the success of tasks (Sudha & Shahnawaz, 2020). The two dimensions influence each other in this principle, which means that

if the leader is highly employee-oriented, they would be less production-oriented and vice versa (Nüske, 2017).

Four leadership styles were defined by (Yokota 2019): (1) the directive leader gives followers clear performance guidance (Saleem, Aslam, Yin, & Rao, 2020); (2) the supportive leader is welcoming and shows consideration for the needs of supporters (Yulianti, Denessen, Droop, & Veerman, 2019); (3) before making decisions, the participative leader consults with supporters and considers their suggestions (Bruccoleri & Riccobono, 2018); and (4) the achievement-oriented leader sets high expectations and expects high-level success by supporters (Derr, 2018). In addition, Kaiser, 2020 believed that leaders were versatile and that, in different circumstances, the same leader could practice various types of behavior at other times.

REVIEW OF RELATED LITERATURE

Leadership Styles

Leaders play a crucial role in successfully directing their supporters to achieve organizational objectives (Anantatmula & Rad, 2018). They need to thoroughly connect with their workers (Sepdiningtyas & Santoso, 2017), and handle human resources (Kmecova, 2018), financing (Fillol, Lohmann, Turcotte-Tremblay, Somé, & Ridde, 2019), and marketing wisely (Eriksson, Robertson, & Näppä, 2020). Simply put, leadership is a mechanism by which a person motivates (PAAIS & PATTIRUHU, 2020) or influences others to accomplish organizational objectives (Yang Liu & Gu, 2017). It is the method of strengthening and promoting employees' self-esteem to perform administrative tasks (Vila-Vázquez, Castro-Casal, Álvarez-Pérez, & Río-Araújo, 2018), and objectives (Chou & Ramser, 2019).

The motivation of workers is a way of achieving unique goals (Delaney & Royal, 2017), in which they bring effort above and above specified organizational objectives. Employee motivation, generally speaking, is the degree to which workers are emotionally or mentally related to the company (Reina, Rogers, Peterson, Byron, & Hom, 2018). Employees are the most crucial source of organizational objectives (Salama, Al Shobaki, Abu Naser, AlFerjany, & Abu Amuna, 2017). Employees strive to successfully use corporate resources and improve the organization's efficiency (Khan, Kaviani, Galli, & Ishtiaq, 2019) and profitability (Ameen, Ahmed, & Abd Hafez, 2018).

A well-qualified, capable, and talented workforce is required (Silva & Lima, 2018). The leadership style is considered essential to use this commodity beneficially (Inyang, Agnihotri, & Munoz, 2018). Determinant to increase the incentive for workers (Hu, Wang, Ma, Cheng, Lv, & Bie, 2019). Induction of hard work (Legner, Eymann, Hess, Matt, Böhmman, Drews, &

Ahlemann, 2017), devotion (Tomic, Tesic, Kuzmanovic, & Tomic, 2018), and commitment to employee engagement (Uddin, Mahmood, & Fan, 2019) is at the root of success in a company.

For companies to achieve their desired goals, dedicated workers are a significant success factor (Lorincová, Štarchoň, Weberová, Hitka, & Lipoldová, 2019). The considerable benefit of dedicated employees is that they have less desire to leave the business (Alkhateri, Abuelhassan, Khalifa, Nusari, & Ameen, 2018). The Motivation (Graves & Sarkis, 2018), efficiency (Abu Sultan, Al Shobaki, Abu-Naser, El Talla, 2018), and productivity (Buil et al., 2019) of employees could increase if they are managed with a strong style of leadership.

Autocratic (Wright, 2021), laissez-faire (Chen et al., 2019), or democratic (Makgato & Mudzanani, 2019) forms of leadership may be classified as appropriate leadership styles.

Leadership makes it possible for organizations to be more efficient (Sousa & Rocha, 2019) and successful (Raziq et al., 2018), but the level of success depends on the leader's style and the resulting atmosphere generated to work well for employees. The type of leadership style displayed by managers to a large extent affects organizationally valued results such as low employee turnover (Musyoka, 2017), decreased absenteeism (Costa, Aleksić, & Bortoluzzi, 2021), customer satisfaction (Lam, Huo, & Chen, 2018) and organizational effectiveness (Yang & Lew, 2020).

Likewise, the style of leadership regulates interpersonal (Madrid, Niven, & Vasquez, 2019), reward and punishment that forms the conduct (Young, Glerum, Joseph, & McCord, 2021), motivation (Schuckert et al., 2018), and attitude of employees (Moslehpour, Altantsetseg, Mou, & Wong, 2019) that affect organizational performance. It can either lead to employee inspiration (Salas-Vallina, Alegre, & López-Cabrales, 2021) or disenchantment (Rebner & Yeganeh, 2019), leading to increased (Fiaz et al., 2017) or decreased (Kılıç, & Günsel, 2019) productivity. In addition, the workplace leadership style can influence an employee's self-image either positively (Van Dellen, 2019) or negatively (Eissa, hinchanachokchai, & Wyland, 2017), particularly the health of an employee.

Democratic Leadership

He solicits ideas from the team for the decision-making process and goes with the majority (Cranley, Slaughter, Caspar, Heisey, Huang, Killackey, & McGilton, 2020). Consultative and participatory are other terms for the same leadership as democratic (Mitchell, 2017). This leadership approach generally leads to a successful decision, but it can irritate minority voters (Müller, & Lisa, 2020). The Project Manager must reach out to minority voters to ensure they can support the result even though they disagree with the decision (Matthieß, 2019). A mature

Project Manager would never hold a vote without first informing the vote's primary stakeholders (Edinger-Schons, Lengler-Graiff, Scheidler, Mende, & Wieseke, 2020).

This is required to ensure that the vote adequately addresses the issue at hand and that both parties (including the Project Manager) are aware of the stakes. Leaders who use this approach offer guidance while making their own decisions (Lee, Idris, & Delfabbro, 2017). In particular, the leader helps participants set goals and procedures and stimulates self-direction and self-actualization (Božek, 2020). In addition, the democratic leader makes recommendations and supports the members' proposals (Wheelan, Åkerlund, & Jacobsson, 2020). An "I share" ideology characterizes the democratic approach (Gerschewski, 2021). Decisions are taken in groups, with each member contributing equally (Lee, & Baykal, 2017, February). The term "democratic leadership" refers to a leadership style that includes all team members defining key objectives and designing procedures or strategies to achieve those objectives (Zhu, Liao, Yam, & Johnson, 2018).

Democratic leadership, from this viewpoint, can be described as a leadership style that emphasizes the leader's role as a facilitator rather than simply issuing orders or assigning tasks (Aramovich, & Blankenship, 2020). This hands-on leadership can be applied in various environments, including businesses, volunteer groups, and homes. One of the essential advantages of democratic leadership is that it creates additional leaders who will later represent the organization (Lythreatis, Mostafa, & Wang, 2019). Since this leadership style encourages everyone on the team to participate actively, people are more likely to share their imagination and show initiative (Oberer, & Erkollar, 2018). Abilities and gifts that would otherwise go unnoticed, resulting in improved employee efficiency. The discovery of these personal assets benefits the current team's work. In addition, it alerts the company to individuals who should be given opportunities to enhance further a talent or capacity for potential use (Gallardo-Gallardo, 2018).

In theory, the best kind of leader, the democratic leader, makes no recommendations and seeks the group's input (Pogrebinschi, & Ryan, 2018). The team is left to make its own decisions, which the leader then "rubber stamps"(Boddy, 2017). The democratic leader is a type of leader who involves workers in the decision-making process (Ugwu, Okoroji, & Chukwu, 2018). The democratic leader seeks out the group's opinions and uses this knowledge to make decisions (Chang, Hodgkinson, Hughes, & Chang, 2019). The team is kept informed about the future and can discuss and suggest long-term policy changes (Hickson, Child, & Collinson, 2018).

Motivational Leadership

Individual motivation is defined as a person's willingness to accomplish something to meet their needs (Pawirosumarto, Sarjana, & Muchtar, 2017), which energizes them to change (Kotter, 2017) and utilize goal-oriented behavior (Marquardt, Casper, & Kuenzi, 2020). Individuals' (Heckhausen & Heckhausen, 2018) intensity (Neal, Ballard, & Vancouver, 2017), direction (Sedikides, Cheung, Wildschut, Hepper, Baldursson, & Pedersen, 2018), and persistence in pursuing specific goals (Clements, & Kamau, 2018), as well as their readiness to invest high amounts of effort toward organizational goals (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019) and individual needs satisfaction (Montag, Sindermann, Lester, & Davis, 2020).

Workplace or personal motivation begins with cognitive recognition of a desire (Lee, Kim, & Sung, 2019) that was not existent when the individual was observed and is followed by a mental desire to achieve a goal through physical activities (Locke & Schattke, 2019).

In the dominion of human resource management (HRM) and development, one of the most studied themes of organizational behavior is job motivation (HRD) (Kjeldsen & Hansen, 2018). This component has been demonstrated to be the most critical contributor to the effectiveness (Pawirosumarto, Sarjana, & Gunawan, 2017) and efficiency (Ciobanu, Androniceanu, & Lazaroiu, 2019) of an organization.

Most studies have discovered a link between job motivation and other organizational factors (Tarcan, Hikmet, Schooley, Top, & Tarcan, 2017). Because an organization's success is dependent on its employees' attitudes (Kuhn & Maleki, 2017), behaviors (Stelson, Hille, Eseonu, & Doolen, 2017), and outcomes (Andrew, 2017), job motivation is a crucial success component (Santos, Afonseca, Lopes, Félix, & Murmura, 2018). Management must assist employees in adjusting to (Thokozani, 2017) and feeling at ease (Badubi, 2017) in the workplace so that their motivation is aligned with the organization's goals. It's also crucial to comprehend the factors that influence personnel, such as various cultures, and their Impact on what people value and consider rewarding (Sharma, 2017).

Motivational factors play a role in predicting job performance (Hartinah, Suharso, Umam, Syazali, Lestari, Roslina, & Jermisittiparsert, 2020). Previous research has revealed several common motivators (Garg, & Moreno, 2019), including job security (Hur & Perry, 2020), cash benefits (Sylqa, 2020), and promotion (Prabhakaran, Vasantha, & Sarika, 2020). Motivation is a monetary incentive (Stauch & Gamma, 2020) for someone to accomplish something to meet their requirements. Motivation is a product of future expectations (Şengel, Çevrimkaya, & Zengin, 2020), and the quality of the job (Renata, Wardiah, & Kristiawan, 2018) and its

connected elements is determined by the individual's attitudes about the job (Ćulibrk, Delić, Mitrović, & Ćulibrk, 2018).

Numerous theories of job motivation (Klaeijssen, Vermeulen, & Martens, 2018) seek to explain the nature and state of employee motivation (Lorincová et al., 2019) in a company. These hypotheses are somewhat correct and explain the actions of specific individuals at specific times, both within and outside the organization. Motivation, on the other hand, is a complicated behavior that changes over time (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017) and in response to various conditions (Yamamoto, Nomura, Okada, Kakuta, Yoshida, Hosoya, ... & Takei, 2021), statuses (Onuoha, Stephen, Bernard, Corban, Mahabir, & Israel-Richardson, 2017), or events (Butt, Abid, Arya, & Farooqi, 2020).

As a result, the research on job motivation will look at the factors that may drive employees to work effectively by their wishes and desires (Darmiati, Kristiawan, & Rohana, 2020). To comprehend the phenomenon of job motivation, heads of departments, institutes, and organizations must understand all of these theories (Safa, Maple, Watson, & Von Solms, 2018). Such an understanding would assist them in addressing challenges and guiding their subordinates and coworkers to work hard in their organization with enthusiasm, peace, and prosperity to grow their abilities and accomplish the success that all stakeholders desire.

The various theories of job motivation have provided a useful (Kanfer, Frese, & Johnson, 2017), and legitimate (Osborne & Hammoud, 2017) framework for determining how to inspire employees to work freely and successfully (AbdiMohamud, Ibrahim, & Hussein, 2017) to increase productivity. Process and content theories are the two primary categories of workplace motivation theories (Ferreira, 2017). The variables and needs that promote and motivate employees' behavior and performance have been highlighted in content theories (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). On the other hand, internal variables energize (Nawaz, Abid, Arya, Bhatti, & Farooqi, 2020) and direct (Graves & Sarkis, 2018), employees' working behavior is the result of internal urges that urge individuals to go toward their fulfillment.

Early theories of motivation were the foundation for content theories of Motivation (Dweck, 2017). Maslow's hierarchy of needs (Hopper, 2020), Alderfer's ERG theory (Acquah, Nsiah, Antie, & Otoo, 2021), Herzberg's two-factor theory (Alrawahi et al., 2020), and McClelland's theory (Rybnicek, Bergner, & Gutschelhofer, 2019) of needs are among the most important. All content theories presume that all employees in a company have the same set of conditions (Russo, Buonocore, Carmeli, & Guo, 2018); as a result, companies can forecast the features that should be present in the workplace.

Employee behavior (Kanfer et al., 2017), on the other hand, has been emphasized by process theories as being driven by their individual needs. According to process theories,

employees will be motivated if their employment fits their expectations and values (Graves & Sarkis, 2018). These theories have emphasized how employees' expectations, wants, needs, and comparative exchanges interact with their job activities to determine motivation. They've also described how self-directed human cognitive processes motivate and maintain individual behavior. All process theories agree that employees' various requirements and cognitive processes should be addressed (Bakker, & Demerouti, 2018). Vroom's expectancy theory (Yoes & Silverman, 2021), Adam's equity theory (Yuchtman, 2020), Locke's goal-setting theory (Locke & Latham, 2020), and Skinner's reinforcement theory (Rafi, Ansar, & Sami, 2020) are the critical process theories of job motivation.

DISCUSSION AND FURTHER RESEARCH

Hypothetically, effective leadership is essential to the success of the projects (Dahlin, Sanders, Calton, DeSanto-Madhya, Donesky, Lakin, ... & Williams, 2019). Leadership Style is one of the potential success variables for project performance (de Sousa Jabbour, Jabbour, Foropon, & Godinho Filho, 2018) and project managers (Radujković & Sjekavica, 2017). It is a "soft skill" (Ismail, Sutarman, Yudhakusuma, & Mayasari, 2020) that is frequently overlooked since it is difficult to assess a person's leadership style in project management. A PM can become a great project leader by knowing leadership styles (Farrukh & Shahzad, 2019) and their Influence (Jiang, Zhao, & Ni, 2017). Project managers appear to significantly impact projects (Maqbool, Sudong, Manzoor, & Rashid, 2017) and play a critical part in their success (Davis, 2017).

Democratic leadership guides while allowing the group to make its own decisions (Aunga & Masare, 2017). The leader, in particular, encourages members to set goals (Xu, 2017) and procedures (Ekstrand, Lundqvist, Lagerbäck, Vouillamoz, Papadimitiou, & Karlsson, 2018), as well as inspires self-direction (John, 2018) and self-actualization (ElBedawy, Ramzy, Maher, & Eldahan, 2017). In addition, the democratic leader makes proposals (Mosca, 2020) and supports the members' views (Ekstrand et al., 2018). The democratic model encourages teamwork (Holmgren, Paillard-Borg, Saaristo, & von Strauss, 2019) and always coaches (Kerr, Barker-Ruchti, Schubring, Cervin, & Nunomura, 2019) and directs employees toward the organization's objectives (Abu Sultan et al., 2018). It's crucial to remember that effective leadership contributes to project success (Maqbool et al., 2017).

Leadership styles influence employee motivation (Wuryani, Rodlib, Sutarsib, Dewib, & Arifb, 2021), albeit this differs from company to company. According to Hartinah et al. (2020), motivation is an essential aspect of leadership. The ability to persuade people to contribute to the effectiveness and success of the organizations they participate in.

Internal and external forces stimulate (Akhmetshin, Brager, Pokramovich, Mariya, & Yu, 2018), attract (Wong, Wan, & Gao, 2017), and create (Frankfurt, 2018) a desire among human beings to stay with a job and seek and achieve goals for the firm and themselves. Motivation is defined as a willingness to do something to meet their requirements (Acquah, 2017). It energizes them to take action with passion, direction, and tenacity to achieve specific goals.

Future research should look into the effects of other leadership styles, such as Bureaucratic leadership and Charismatic management, on project performance and success.

CONCLUSION

The current study could infer that project management success is inevitable if leadership styles, principles, and methodologies are appropriately and thoroughly implemented. Project managers recognize that leadership includes many daily decisions that necessitate sensitivity and knowledge of numerous leadership styles.

Project managers are encouraged to find the best leadership strategy or a combination of techniques to help their organization achieve its objectives. An effective project leadership style in organization management is relatively quick, simple, and cost-effective when used correctly.

The outcomes of practical project leadership style applications can be used for various goals, including improving organizational performance, team development, and individual and organizational creativity to increase service delivery and customer satisfaction.

The study recommends that empirical research be further investigated to determine if democratic and motivational leadership styles affect effective project management. The following research questions and null hypotheses may be considered:

1. Is there a significant relationship between democratic leadership and effective project management?
2. Is there a significant relationship between motivational leadership and effective project management?

Null Hypotheses

1. There is no significant relationship between democratic leadership and effective project management.
2. There is no significant relationship between motivational leadership and effective project management.

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