

PG1 - FULL RESEARCH PROPOSAL

This form is to be completed by both the student and supervisory team within **THREE** months for full-time students and **SIX** months for part time students, after the commencement of the research degree or Part Two. Return the completed form to the **Academic Office** pgresearch@uwtsd.ac.uk.

Student Details

Student Family / Surname:		Manzenza			
Student Given / First name:		Alain			
Student Number		2009938			
UWTSD Institute		Institute of Management and Health			
UWTSD Partner Institute (if appropriate)					
Start Date	October 2021				
Mode of Study		Part time ☐		Full time ☒	
PhD by Research	PhD Practice Based	PhD by Published Works	Professional Doctorate (including DBA, DProf, Ed D)	MPhil by Research	MPhil Practice Based
☐	☐	☐	☒	☐	☐
MA by Research	MSc by Research	MRes			
☐	☐	☐			

Proposed Research

Current Proposed Title (20 / 30 words):
The impact of leadership styles on employee engagement in SMEs in the Democratic Republic of Congo
Background & Context (approx. 500 words)
Leadership in the Congolese context Leadership perspectives in the DR Congo are unclear and ambiguous, oscillating between autonomous and 'dependence' perspectives of rulership, which can be classified into five approaches: 1. Authoritarian leadership mixed with group practices Such authoritarianism reflects Niheer Dasandi's (2014) 'malevolent state', which is described by almost identical positions for bureaucrats and politicians, low autonomy for bureaucrats, and 'the use of the power structure by the power elite to obtain private fortune, as in Zaire (DRC) under Mobutu Sese Seko.'

The common ground in 'belonging', on the other hand, suggests that authoritarian leadership reported in institutions may be balanced instead by 'shared leadership,' which is a method in which people in a given group presume joint effort and mutual influences for the mutual purpose (Nyamusenge, 2010).

2. Heroic-messianic leadership

Several Congolese believe in 'benevolence' leadership, as exemplified by Patrice E. Lumumba, Laurent D. Kabila, Jesus Christ, Nelson Mandela, Mahatma Gandhi, Mao Ze Dong, and Robert Mugabe, though Mugabe is frequently categorised on the opposing side due to Zimbabwe's macroeconomic degradation. Leaders are otherwise despised and turned down (Nyamusenge, 2010).

3. Leadership as an elder-masculine relationship

Other Congolese see leadership as a male and paternalistic value, with elders and men taking on the first positions. According to one proverb, 'women can never develop a town.' We also hear 'Mokolo se mokolo,' which translates to 'An elder is an elder' in Lingala. However, many impoverished Congolese households encourage young people of both genders to participate in economic activities at a young age, and thus bear the role of parental support. As a result, a new generation of young male and female leaders has surfaced all across the country, and we now see female managers in many organisations, though somewhat rarely as senior executives (Nyamusenge, 2010).

4. Leadership based on race contradicts Congolese authenticity claims

There is indeed a distinct 'white' perspective of power and authority. The 'white' individuals are generally perceived as rich and privileged, or as being in close proximity to the source of formal authority. They have easier access to and use of power, such as getting borrowed funds or government contracts, and they reside in the comfiest areas. (Nyamusenge, 2010).

5. Natural or divine leadership

Leadership effectiveness in rural regions is based on the belief that each ruling family emanates its power from God. Then, any ruler is supplanted within the same family in accordance with local legislation and traditions. Kings are applauded or despised based on their proper behaviour (Nyamusenge, 2010). These approaches of Congolese leadership have a direct effect on the population, who believe that there is a messiah who is supposed to come to save the country; therefore, they think that all the people in power are saviours; this mentality is also found in organisational setting, where an employee sees the leader or the manager as saviour. Like it will be demonstrated in the next phase of the project, that this mentality influence the style of leadership on employee performance; in a sense, an employee works in fear and is limited to expressing himself, whether it Unions movement or even during report meetings. Explain why the research is significant and important.

The study could advance management and scientific understanding of leadership and pave the way for new approaches to effective leadership in SMEs, particularly in the communications industry

Aims and Objectives (approx.. 250 – 500 words)

The following objectives are pursued in this study:

1. To Study how various leadership philosophies might affect workers' performance.
2. To Analyse various leadership styles and offer suggestions for additional research.
3. To conceive leadership styles and their organisational effects on the workplace, as well as to create a foundational grasp of the existing leadership literature
4. To carry out a sizable pilot investigation that confirms the presumptive ideas regarding how a leader's behaviour and staff commitment interact.
5. Investigate how workplace and external factors affect the way in which managers and employees behave
6. To create operational tools that could aid in the diagnosis and measurement of the

- impact leadership has on employee commitment in HRM practices.

Proposed plan of work including timetable

My project timetable is a schedule and a listing of a research project's milestones, activities, and deliverables, with intended start and finish dates. Those items are often estimated in terms of resource allocation, budget and duration, linked by dependencies and scheduled events.

Research proposal includes the following information:

- Writing Introduction of the research project: November 2022 - January 2023
- Discussing aims and objectives: January 2023 – March 2023
- Literature review: March 2023 - September 2023
- Methods & research ethics Approval: September 2023 – January 2024
- Pilot study: January 2024 – June 2024
- Analysis: June 2024 – September 2024
- Thesis defence: September 2024 to end

The plan will also illustrate a project schedule, to show the dependency relationships between activities and the current schedule status. I also need to keep in touch with my supervisor to communicate clearly, be Knowledgeable about my Field, have a Long-Term Plan, follow up have a Project Plan, and use OneDrive, the cloud or Google drive to save the research in case of laptop breakdown. Articles and reviews will be found in UWTSD search and other sources of references.

Planned Development (e.g. submission of form, completion of chapter, submission of thesis)	Target Date

Proposed methodology (approx. 500 words):

Methodological assumptions establish the process the research will use to conduct research. In this project for example, we will inquire with the qualitative methods to acquire different perspectives of views of people who are going to be part of the research project (Creswell, 1994). Phenomenologically, doing research on leadership styles and their effects on employee performance necessitates in-depth interviews in order to get the most from people's experiences. Morgan (2014) recommends interviews as a primary technique of gathering essential information. Gray (2014) proposes many qualitative approaches such as document analysis, case studies, concentrating on a group, conducting interviews, and surveys. Furthermore, to acquire a satisfactory outcome, it is critical to consider sampling as a crucial stage. According to Moser and Korstjens (2018), sampling is essential for doing reliable qualitative research. As a result, the researcher must examine the type of criterion in order to recruit people based on a specific degree of selection criteria (Gray, 2014). Concerning Data collection in qualitative research, According Bryman and Bell (2015), formal and informal interviews are difficult to implement since most professionals are not suited to these types of interviews. Semi-structured interviews should be employed since they provide interviewees greater freedom to respond to questions.

Introductory bibliography:

- Alpaner, G.G. (1990). Relationship between commitment to hospital goals and job satisfaction: A case study of a nursing department. *Journal of Health Care Management Review*, Vol-15, Pg 51-62.
- Ansari, M.A. (1990). *Managing People at Work: Leadership Styles and Influence Strategy*. Publisher: Sage Publication, New Delhi/London.
- Avolio BJ, Waldman DA, Yammarino FJ (1993) Leading in the 1990s: The four i's of transformational leadership. *Journal of European Industrial Training* 15: 9-16.
- Bass, B.M. (1981) *Stogdill's Handbook of leadership: Revised and expanded edition*. New York: The Free Press.
- Blaxter, L., Hughes, C. and Tight, M. (2010) *How to Research* (4th edn). Buckingham: Open University Press
- Becker, H.S. (1960) .Notes on the Concept of Commitment. *American Journal of Sociology*, vol.66, pg. 32-40.
- Bergman, Lester, De Meuse & Grahn, 2000. Integrating the three domains of employees commitment: an exploratory study, *Journal of Business & Industrial Marketing*
- Blake, R. R., & Mouton, J. S. (1994). *The managerial grid*. Gulf Publishing
- Bossink BAG (2004) Effectiveness of innovation leadership styles: a manager's influence on ecological innovation in construction projects. *Construction Innovation* 4: 211-228
- Buchanan, B. (1974b). Building Organizational Commitment: The Socialization of Managers in Work Organizations. *Journal of Administrative Science Quarterly*, vol.14, pg.346-355.
- Burns, J.M. (1978). *Leadership*. Publisher: Harper & Row, New York.
- Carlson, D.S., & Perrewe, P.L. (1995). Institutionalization of Organizational Ethics through Transformational Leadership. *Journal of Business Ethics*. Vol 14, Pg 829-838
- Chemers, M.M. (1997). *An Integrative Theory of Leadership*. Publisher: Lawrence Erlbaum Associates, New York
- Dasandi, N. (2014) 'The politics–bureaucracy interface: impact on development reform', The Developmental Leadership Program (DLP) –State of the Art 2. Birmingham, UK: University of Birmingham: International Development Department, School of Government and Society, College of Social Sciences.
- Eztoni, A. (1961). *A Comparative Analysis of Complex Organizations*. New York. Free Press
- Gordon, J.U., 2002, *African leadership in the twentieth century: An enduring experiment in democracy*, University Press of America, Lanham
- Hart, C. (1998) *Doing a Literature Review: Releasing the Social Science Research Imagination*. London: Sage Publications
- Higgins J.P.T. and Green, S. (eds) (2011) *Cochrane Handbook for Systematic Reviews of Interventions Version 5.1.0* (updated March 2011). The Cochrane Collaboration www.cochranehandbook.org (accessed 15/08/11)
- Hofstede, G. 1991. Management in a multicultural society. *Malaysian Management Review*, 26, 3-12
- House RJ, Spangler WD, Woycke J (1991) Personality and charisma in the US presidency: A psychological theory of leader effectiveness. *Adm Sci Q* 36: 364-396.
- James K, Lahti K (2011) Organizational vision and system influences on employee inspiration and organizational performance. *Creativity and Innovation Management* 20: 108-120.
- Jesson, J.K., Matheson, L. and Lacey, F.M. (2011) *Doing Your Literature Review: Traditional and Systematic Techniques*. London: Sage.
- Johnston, M. W., Parasuraman, A., Futrell, C. M., & Black, W. C. (1990). A Longitudinal Assessment of the Impact of Selected Organizational Influence's on Salespeople's

- Organizational Commitment During Early Employment. *Journal of Marketing Research*, 27 (August), 333-344
- Kanter R (1999). *Managing Change - The Human Dimension*. Boston, MA: Good measure.
 - Kelman, H.C. (1958). Compliance, Identification, and Internalization: Three Process of Attitude Change. *Journal of Conflict Resolution*. Vol-2, Pg.51-60.
 - Khajeh, E. H. K (2018) Impact of Leadership Styles on Organizational Performance, *Journal of Human Resources Management Research*
<http://ibimapublishing.com/articles/JHRMR/2018/687849/> Vol. 2018 (2018), Article ID 687849, 10 pages, ISSN : 2166-0018 DOI: 10.5171/2018.687849
 - Lassey, W. (1976). *Leadership and social change*. California: University Associates
 - Morrow, Paula C. (1983), "Concept Redundancy in Organizational Research: The Case of Work Commitment," *Academy of Management Journal*, 8, 486-500
 - Nadler DA, Tushman ML (1990) Beyond the charismatic leader: Leadership and organizational change. *Calif Manage Rev* 32: 77-97.
 - Nunan, D. (1992) *Research Methods in Language Learning*. Cambridge:
 - Cambridge University Press.
 - Nyamusenge, D M (2018): Democratic Republic of Congo (DRC): Ambiguities and Challenges of Leadership, , In: Western, S and Garcia,
 - E J (2018) *Global Leadership Perspectives: Insights and Analysis Chapter*
DOI:<https://dx.doi.org/10.4135/9781529714845.n8>
 - Owday, R., Porter, L.W., & Steers, R.M. (1982). *Employee Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Publisher: Academic Press, New York.
 - Paulsen N et al (2009) Charismatic leadership, change and innovation in an R&D organization. *Journal of Organizational Change Management* 22: 511-523.
 - Perkbox (2022), Employee performance: 9 effective steps to measure, evaluate and improve, available at
https://www.perkbox.com/uk/resources/blog/employee_performance#:~:text=achieving%20company%20goals.-,What%20is%20employee%20performance%3F,quantity%20and%20efficiency%20of%20work. Accessed on 10/05/2022
 - Phillips, P.M. and Pugh, D.S. (2010) *How to Get a PhD: A Handbook for Students and their Supervisors* (5th edn). Buckingham: Open University Press
 - Rey, C. de la. (2015). *Gender, women and leadership*.
<http://125.22.40.134:8080/jspui/handle/123456789/599>
 - Rudestam, K.E. and Newton, R.R. (2007) *Surviving your Dissertation: A Comprehensive Guide to Content and Process* (3rd edn). Thousand Oaks, CA: Sage Publications Inc.
 - Schermerhorn, Jr., J.R., Hunt, J.G., Osborn, R.N. (1982). *Managing Organizational Behaviour*. New York: John Wiley & Sons.
 - Scholl, R.W. (1981). Differentiating Commitment from Expectancy as a Motivational Force. *Academy of Management Review*. Vol-6, Pg.589-599
 - Shamir B, House RJ, Arthur MB (1993) The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science* 4: 577-594.
 - Stogdill, R.M. (1974). Personal factors associated with leadership: A survey of the literature. *The Journal of Psychology*, Vol 25, Pg.35-71.
 - Suliman, A. M., & Iles, P. A. 1999. The multi-dimensional nature of organizational commitment in a non-western context. *Journal of Management Development*, 19: 71-82.
 - Tang, Q. (2012). The relationship between leadership style and a project team's performance. La relation entre le style de leadership et la performance d'une équipe de projet [Masters, Université du Québec à Rimouski] [.. Master Dissertation at University of Québec Rimouski.]. <http://semaphore.ugr.ca/id/eprint/854/>

- Taylor, R.L., & Rosenbach, W.E. (2004). Leadership: Challenges for today's manager. New York: Nichols Publishing. Orange, NJ: Leadership Library of America.
- Wellington, J., Bathmaker, A., Hunt, C., McCulloch, G. and Sikes, P. (2005) Succeeding With Your Doctorate. London: Sage Publications
- Weber M (1978) Economics and society. Berkley and Los Angeles: University of California Press.
- Weber, M. (1947). The Theory of Social and Economic Organisation {A. N. Henderson & T. Parsons, eds & trans}. Glencoe, IL: Free Press
- Worldbank, (2019), Scaling Up Ecosystems for Small Businesses in the Democratic Republic of Congo, available at <https://openknowledge.worldbank.org/bitstream/handle/10986/33470/Scaling-Up-Ecosystems-for-Small-Businesses-in-the-Democratic-Republic-of-Congo-Analysis-Based-on-Data-from-Kinshasa-Lubumbashi-Matadi-and-Goma.pdf?sequence=1&isAllowed=y> accessed on 11/05/2022
- Zangaro, G. A. (2001). Organisational commitment: A concept analysis. Nursing Forum, 36 (2), 14-23

Facilities and resources available for the investigation: please indicate if you expect to need any special resources

I have a lot of information resources at my disposal, both in e-book form and online. The UWTSD's websites offer additional information resources. I'll take advantage of the chance to use the library's database to spend more time both inside and outside. Due to my need for access to a specific companies and business in the DR Congo, there is an issue with travel distance, which I need to solve by my funding opportunities. I must travel to Congo for this research study for 4 months months, and my company will pay for the trip. I have a schedule for interviews that will be conducted after receiving ethical approval or interview guides, but in order to perform fieldwork successfully, I must obtain letters from firms and directors authorising the scheduling of interviews.

Intellectual Property IP

It is anticipated that Intellectual Property (IP) will be produced as a result of this research.

Tick ✓

	YES	NO
Is the IP already subject to a separate agreement with a third party (e.g. employer, sponsor or external funder)? If so please provide details below	☐	☒
Is the research dependent upon background IP owned by: If so, please provide details below	UWTSD ☐	A third party ☒
<i>Text box will expand</i> Any use of brand or intellectual property will receive approval from the owner before committing to any research project		

Tick ✓

I understand that:	YES	NO
If any party other than the student is likely to be involved in the development of IP a separate IP agreement will be needed and it may be necessary for the student to assign the IP rights to the University.	☒	☐



If there are no third parties involved in the creation of the IP the student is deemed to own the IP, however should the student wish to commercially exploit their IP and require the assistance of the University to do so, they will be required to assign their IP to the University. https://www.uwtsd.ac.uk/iiced/protecting-innovation-and-creativity---intellectual-property/	☒	☐
---	-------------------------------------	--------------------------

Student Signature

Signature or Print Name:	Alain Manzenza	Date: 29/09/2022
--------------------------	----------------	------------------

Supervisory Team

Has the student proposed a viable research project that is appropriate for this programme that should be supported by the Institute?

Supported: ☐

Not Supported: ☐

Authorisation

Director of Studies	Signature or Print Name:	Date:
Institute Manager of Research Degrees	Signature or Print Name:	Date: