**5. Leadership and Motivation (03 hrs)**

**a) Leadership**

**Leadership** is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Specialist literature debates various viewpoints, contrasting Eastern and Western approaches to leadership, and also (within the West) United States versus European approaches. U.S. academic environments define leadership as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task".

Studies of leadership have produced theories involving traits,situational interaction, function, behaviour,power, vision and values, charisma, and intelligence, among others.

Leadership is a matter of intelligence, trustworthiness, humaneness, courage, and discipline ... Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty. When one has all five virtues together, each appropriate to its function, then one can be a leader.

**Need of Leadership:-**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern’s working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

**Qualities and functions of a leader:-**A leader has got multidimensional traits in him which makes him appealing and effective in behaviour. The following are the requisites to be present in a good leader:

1. **Physical appearance-** A leader must have a pleasing appearance. Physique and health are very important for a good leader.
2. **Vision and foresight-** A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.
3. **Intelligence-** A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.
4. **Communicative skills-** A leader must be able to communicate the policies and procedures clearly, precisely and effectively. This can be helpful in persuasion and stimulation.
5. **Objective-** A leader has to be having a fair outlook which is free from bias and which does not reflects his willingness towards a particular individual. He should develop his own opinion and should base his judgement on facts and logic.
6. **Knowledge of work-** A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.
7. **Sense of responsibility-** Responsibility and accountability towards an individual’s work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he has to motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.
8. **Self-confidence and will-power-** Confidence in himself is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full will power. (You can read more about Self-Confidence at : Self Confidence - Tips to be Confident and Eliminate Your Apprehensions).
9. **Humanist-**This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He has to handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.
10. **Empathy-** It is an old adage “Stepping into the shoes of others”. This is very important because fair judgement and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

From the above qualities present in a leader, one can understand the scope of leadership and it’s importance for scope of business. A leader cannot have all traits at one time. But a few of them helps in achieving effective results.

**Functions:-**

1. **Required at all levels-** Leadership is a function which is important at all levels of management. In the top level, it is important for getting co-operation in formulation of plans and policies. In the middle and lower level, it is required for interpretation and execution of plans and programmes framed by the top management. Leadership can be exercised through guidance and counseling of the subordinates at the time of execution of plans.
2. **Representative of the organization-** A leader, i.e., a manager is said to be the representative of the enterprise. He has to represent the concern at seminars, conferences, general meetings, etc. His role is to communicate the rationale of the enterprise to outside public. He is also representative of the own department which he leads.
3. **Integrates and reconciles the personal goals with organizational goals-** A leader through leadership traits helps in reconciling/ integrating the personal goals of the employees with the organizational goals. He is trying to co-ordinate the efforts of people towards a common purpose and thereby achieves objectives. This can be done only if he can influence and get willing co-operation and urge to accomplish the objectives.
4. **He solicits support-** A leader is a manager and besides that he is a person who entertains and invites support and co-operation of subordinates. This he can do by his personality, intelligence, maturity and experience which can provide him positive result. In this regard, a leader has to invite suggestions and if possible implement them into plans and programmes of enterprise. This way, he can solicit full support of employees which results in willingness to work and thereby effectiveness in running of a concern.
5. **As a friend, philosopher and guide-** A leader must possess the three dimensional traits in him. He can be a friend by sharing the feelings, opinions and desires with the employees. He can be a philosopher by utilizing his intelligence and experience and thereby guiding the employees as and when time requires. He can be a guide by supervising and communicating the employees the plans and policies of top management and secure their co-operation to achieve the goals of a concern. At times he can also play the role of a counselor by counseling and a problem-solving approach. He can listen to the problems of the employees and try to solve them.

**Manager Vs leader:-**

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| **Basis** | **Manager** | **Leader** |
| Origin | A person becomes a manager by virtue of his position. | A person becomes a leader on basis of his personal qualities. |
| Formal Rights | Manager has got formal rights in an organization because of his status. | Rights are not available to a leader. |
| Followers | The subordinates are the followers of managers. | The group of employees whom the leaders leads are his followers. |
| Functions | A manager performs all five functions of management. | Leader influences people to work willingly for group objectives. |
| Necessity | A manager is very essential to a concern. | A leader is required to create cordial relation between person working in and for organization. |
| Stability | It is more stable. | Leadership is temporary. |
| Mutual Relationship | All managers are leaders. | All leaders are not managers. |
| Accountability | Manager is accountable for self and subordinates behaviour and performance. | Leaders have no well defined accountability. |
| Concern | A manager’s concern is organizational goals. | A leader’s concern is group goals and member’s satisfaction. |
| Followers | People follow manager by virtue of job description. | People follow them on voluntary basis. |
| Role continuation | A manager can continue in office till he performs his duties satisfactorily in congruence with organizational goals. | A leader can maintain his position only through day to day wishes of followers. |
| Sanctions | Manager has command over allocation and distribution of sanctions. | A leader has command over different sanctions and related task records. These sanctions are essentially of informal nature. |

**Types of Leadership :-**

### **Authentic Leadership**

The recent authentic Leadership approach seems to have evolved in the light of major scams and scandals, a blind race for profits and personal gains and short term prospective, involving the CEO’s of top organizations. It focuses on the charter of the leader as the driver of positive interrelationships. Authenticity is about being genuine and not attempting to play a role; not acting in a manipulative way.

### **Autocratic Leadership**

Autocratic leadership allows autocratic leader to take the ultimate control of taking decisions without consulting others. An autocratic leader possess high level of power and authority and imposes its will on its employees. This type of leadership proves to be useful where close level of supervision is required. Creative employees morale goes down because their output is not given importance and is often detest by employees. Since they are unable to take any part in decision making, this results in job satisfaction and staff turnover.

### **Laissez-Faire Leadership**

Under this type of leadership, a laissez-faire leader do not exercise control on its employees directly. Since employees are highly experienced and need little supervision, a laissez-faire leader fails to provide continuous feedback to employees under his or her supervision. This type of leadership is also associated with leaders that do not supervise their team members, failed to provide continuous feedback resulting in high costs, bad service, failure to meet deadlines, lack of control and poor production.

### **Transnational Leadership**

The Informational leadership highlights a leader as a facilitator of change occurring, when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. The process of transformational leadership aims at influencing changes in attitudes and assumptions held by organizational members and building commitment for organizational goals and objectives. High level of communication exits between managers and employees and it is under the guidance of leaders that employees meet their goals and enhance productivity and efficiency.

### **Transnational Leadership**

Transnational Leadership contrast, involves management –by- exception, intervention, and punishing those who made errors. This can lead to negative emotions and performance on the part of the subordinates. This approach would also require close monitoring of the subordinates, who would surely not like it, and if they felt constrained, their performance might not be best.

Additionally, some of their voluntary behaviours, like citizenship behaviours would be reduced. A manger lead a group of highly motivated individuals who follow his leadership and achieve their goals. Employees are trained or rewarded such as bonuses depending upon their performance.

### **Bureaucratic Leadership**

Under[bureaucratic leadership](https://www.managementstudyhq.com/leadership-styles.html),  a leader believes in structured procedures and ensure that his or her employees follow procedures exactly. This type of leadership leaves no space to explore new ways to solve issues and in fact work by book. This type of leadership is normally followed in hospitals, universities, banks (where large amount of money is involved) and government organizations to reduce corruption and increase security. Self motivated individuals who are highly energetic often feel frustrated due to because of organization inability to adapt to changing environment.

### **Charismatic Leadership**

The charismatic leader is visionary and works by infusing high amount of energy and enthusiasm in his team. He sets as role model for his team and drive others to show high level of performance. This type of leader is committed to the organization and believes more in him rather than his team. The presence of charismatic leader works as a boost for rest of the employees and therefore such type of leader should be committed to the organization for the long run.

A[charismatic leadership](https://www.managementstudyhq.com/types-of-leadership.html) may pose as a risk to the company if he decided to leave to explore new opportunities and it might take lot of time and hard work by the company to win the confidence of its employees.

### **Participative Leadership**

Also known as democratic leadership style, participative leadership consults employees and seriously considers their ideas when making decisions. When a company makes changes within the organization, the participative leadership style helps employees accept changes easily because they had given a big role in the process. Participative Leadership may be required for tasks that are non routine or unstructured, where relationships are non-authoritarian and the subordinate‘s locus of control is internal.

### **Directive Leadership**

[Directive Leadership](https://www.managementstudyhq.com/creating-cost-leadership.html) provides guidance about what should be done and how to do it, scheduling work, and maintaining standards of performance. Thus, it may be inferred that directive leadership is effective as the subordinators has an external locus of Control, lacks experience, has a high need for clarity or a low need of achievement. Also, when the task is unstructured, or there is conflict between work groups, a more directive style would be useful.

### **Supportive Leadership**

Supportive Leadership show concern for the needs of the employees, leader is friendly and approachable. Supportive Leadership would be more suitable for highly structured tasks, under bureaucratic and formal authority relationship. In supportive Leadership, leader support to their subordinates officially and some time personally also. Leader always try to fulfil their requirements, it boost employees moral also.

### **Achievement Oriented Leadership**

Achievement oriented Leadership encourage employees to perform at their highest level by setting challenging goals, emphasizing excellence and demonstrating confidence in employees abilities. Achievement Oriented Leadership is largely suitable for unstructured tasks, where the subordinate need for achievement is high.

**b) Motivation**

 **Definitions and characteristics:-**

Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. A key element in personnel management is motivation.

According to Likert, “It is the core of management which shows that every human being gives him a sense of worth in face-to face groups which are most important to him….A supervisor should strive to treat individuals with dignity and a recognition of their personal worth.”

### Definitions:

Motivation has been variously defined by scholars.

**Some definitions are discussed as follows:**

**Berelson and Steiner:**

“A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals.”

**Lillis:**

“It is the stimulation of any emotion or desire operating upon one’s will and promoting or driving it to action.”

**The Encyclopedia of Management:**

“Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness.”

**Dubin:**

“Motivation is the complex of forces starting and keeping a person at work in an organization.”

**Vance:**

“Motivation implies any emotion or desire which so conditions one’s will that the individual is properly led into action.”

**Characteristics**

1. Motivation is an inner feeling which energizes a person to work more.

2. The emotions or desires of a person prompt him for doing a particular work.

3. There are unsatisfied needs of a person which disturb his equilibrium.

4. A person moves to fulfill his unsatisfied needs by conditioning his energies.

5. There are dormant energies in a person which are activated by channelizing them into actions.

**Factors affecting motivation:-**

### Relationship between co-workers

Workplace is all about people working together to achieve a uniform goal, so it’s important that all the co-workers respect each other and never show disrespect towards  each other. If employees have good understanding of the work other perform and how their duties are adding value to the organization then it is easier to create a workplace where respect and responsibility prevails. Good relationship between employees also decreases the stress level and employees feel more relaxed at workplace.

### Leadership role at workplace.

Leader plays a key role in maintaining a conducive work environment. The leader should understand how to deal different employees. It is imperative on the leaders that he should respect the employees and this would make others take a leaf out of his book and this would help in prevailing a culture of mutual respect and honor.

### Managing Conflict at Workplace

Whenever people from different background or group of people work together then there are chances that a conflict will arise. So it’s important to manage the conflict in a way that it will not affect the environment of the workplace.

Management shall make such policies and guidelines that help in resolving conflicts at its earliest and in the most soothing way.

### Workplace incentives

Incentive where are on achieving financial results for the company are important, on the other hand they could very well be on how well on maintains him/herself at workplace and add to the serenity of the organization. Someone who promotes the notion of one organization adds calmness and shows respect, performance characteristics that are not material.

### Workplace Culture

The Organizational Culture dictates the norms and behaviours that people depict while at work. Work culture engulfs everything at work from way people enter the office to the way they leave, the way they dress to the way they eat, it’s how one does things at work, they could be official or non-official, but it impact deeply on the organization, and motivation people show. A culture of knowledge sharing, helping each other, communication, respect, one that has the flexibility to absorb mistakes will have more motivated staff than one where mistakes are not tolerated, one where layers of structure exist that hinder communication and knowledge sharing.

### Workplace Education or Learning

Learning at business is beneficial to both the person and the organization, on one hand where its adding to the strength of individual, similarly the business is benefiting from the skills, attitudes and behavior the working is acquiring. It just that to motivate the employee businesses should provide enough opportunities where staff can learn more and more about skills that adds value to the firm and facilitate the transfer of learning through provision of adequate resources and through channelizing the implementation of the skills learnt.

Organization can very well create a culture where employees share their skills, ideas and views, because if organization create a climate where people share their ideas and want to transfer their skills to other employees, this would create motivated staff as they could see it as an opportunity to grow and a great way to learn from experience.

**Theories of motivation (Maslow, Herzberg, McGregor):-**

### 1. Maslow’s Need Hierarchy Theory:

It is probably safe to say that the most well-known theory of motivation is Maslow’s need hierarchy theory Maslow’s theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order.In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy as shown in figure 17.2.

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**These are now discussed one by one:**

#### 1. Physiological Needs:

These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life. They exert tremendous influence on human behaviour. These needs are to be met first at least partly before higher level needs emerge. Once physiological needs are satisfied, they no longer motivate the man.

#### 2. Safety Needs:

After satisfying the physiological needs, the next needs felt are called safety and security needs. These needs find expression in such desires as economic security and protection from physical dangers. Meeting these needs requires more money and, hence, the individual is prompted to work more. Like physiological needs, these become inactive once they are satisfied.

#### 3. Social Needs:

Man is a social being. He is, therefore, interested in social interaction, companionship, belongingness, etc. It is this socialising and belongingness why individuals prefer to work in groups and especially older people go to work.

#### 4. Esteem Needs:

These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organisation. However, inability to fulfill these needs results in feeling like inferiority, weakness and helplessness.

#### 5. Self-Actualisation Needs:

This level represents the culmination of all the lower, intermediate, and higher needs of human beings. In other words, the final step under the need hierarchy model is the need for self-actualization. This refers to fulfillment.

The term self-actualization was coined by Kurt Goldstein and means to become actualized in what one is potentially good at. In effect, self- actualization is the person’s motivation to transform perception of self into reality.

According to Maslow, the human needs follow a definite sequence of domination. The second need does not arise until the first is reasonably satisfied, and the third need does not emerge until the first two needs have been reasonably satisfied and it goes on. The other side of the need hierarchy is that human needs are unlimited. However, Maslow’s need hierarchy-theory is not without its detractors.

### 2. Herzberg’s Motivation Hygiene Theory:

The psychologist Frederick Herzberg extended the work of Maslow and propsed a new motivation theory popularly known as Herzberg’s Motivation Hygiene (Two-Factor) Theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania.

**He asked these people to describe two important incidents at their jobs:**

(1) When did you feel particularly good about your job, and

(2) When did you feel exceptionally bad about your job? He used the critical incident method of obtaining data.

The responses when analysed were found quite interesting and fairly consistent. The replies respondents gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg labelled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg’s two-factor theory of motivation

Herzberg’s motivational and hygiene factors have been shown in the Table 17.1

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According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of ‘satisfaction’ is ‘no satisfaction’ and the opposite of ‘dissatisfaction’ is ‘no dissatisatisfaction’.

According to Herzberg, today’s motivators are tomorrow’s hygiene because the latter stop influencing the behaviour of persons when they get them. Accordingly, one’s hygiene may be the motivator of another.

### 3. McClelland’s Need Theory:

Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates’. McClelland developed his theory based on Henry Murray’s developed long list of motives and manifest needs used in his early studies of personality. McClelland’s need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture.

He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray’s three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated “n Ach”, “n Pow”, and “n Aff” respectively’.

**They are defined as follows:**

#### Need for Achievement:

This is the drive to excel, to achieve in relation to a set of standard, and to strive to succeed. In other words, need for achievement is a behaviour directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional / national differences in achievement motivation.

**Through his research, McClelland identified the following three characteristics of high-need achievers:**

1. High-need achievers have a strong desire to assume personal responsibility for performing a task for finding a solution to a problem.

2. High-need achievers tend to set moderately difficult goals and take calculated risks.

3. High-need achievers have a strong desire for performance feedback.

#### Need for Power:

The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. This results in ultimate satisfaction to man.

**People who have a high need for power are characterized by:**

1. A desire to influence and direct somebody else.

2. A desire to exercise control over others.

3. A concern for maintaining leader-follower relations.

#### Need for Affiliation:

The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people’. The need for affiliation, in many ways, is similar to Maslow’s social needs.

**The people with high need for affiliation have these characteristics:**

1. They have a strong desire for acceptance and approval from others.

2. They tend to conform to the wishes of those people whose friendship and companionship they value.

3. They value the feelings of others.

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Figure 17.2 is a summary chart of the three need theories of motivation just discussed. The chart shows the parallel relationship between the needs in each of the theories. Maslow refers to higher- lower order needs, whereas Herzberg refers to motivation and hygiene factors.