

## **Unit IV – Motivation and Leadership**

### **Motivation**

#### ***Meaning:***

- i. Incitement or inducement to act/move.
- ii. Process of stimulating people to action to accomplish desired goals.
- ☐ Three key terms = motive, motivation, motivators.
- ☐ **Motive:**
  - o inner state that energizes, activates and directs behavior towards goals.
  - o Arises out of unsatisfied needs =>causes restlessness.
- ☐ **Motivation:**
  - o Process of stimulating people to action + Depend on satisfying needs of people.
- ☐ **Motivators:**
  - o Technique used to motivate people. Egs. = pay, bonus, promotion, recognition etc.

#### ***Features of Motivation:***

- 1. Internal and personal
  - ☐ (urges/desires/drives aspirations etc that influences human behavior)
- 2. Produces goal directed behavior
  - ☐ Goal of employee = promotion =>helps to produce a behavior in terms of improved performance.
- 3. Can be positive or negative
  - ☐ (positive=rewards; negative=punishments)
- 4. Is a complexual process
  - ☐ (as people are heterogeneous & their expectations, perceptions and reactions are not uniform- Differs from individual to individual and from time to time -Can lead to different behavior from the same motive)

#### ***Motivation Process:***

Unsatisfied Need => Tension Drives=> Search Behavior => Satisfaction of Need => Reduction Of Tension

#### ***Importance of Motivation:***

##### ***1. Improves performance level of employees:***

- ☐ Motivation satisfies employees needs=>satisfied employees have better performance.

**2. Change negative/indifferent attitude to positive attitude:**

☐ with suitable rewards, praise and encouragement, employees develop a positive attitude towards work.

**3. Reduce employee turnover:**

- ☐ By identifying motivational needs and providing suitable incentives.
- ☐ So saves cost of recruitment and training and retains talented people in the firm.

**4. Reduce absenteeism**

☐ By avoiding bad working conditions, inadequate rewards, lack of recognition and poor relations with supervisors and colleagues.

**5. Helps introduce change smoothly:**

☐ without much resistance from people.

**Abraham Maslow's Hierarchy of Needs:**

Maslow's need hierarchy is considered to be fundamental to the understanding of motivation and plays an important role in motivation.

- ☐ People have a wide range of needs like physiological needs, social needs, safety needs, and esteem needs and self-actualization needs which motivate them to work.
- ☐ The manager must understand the needs and wants of people in order to motivate them and improve their performance levels.
- ☐ For the satisfaction of these needs, managers must offer different incentives (monetary and nonmonetary).

**Examples of Needs**

**1. Basic Physiological Needs:** Most basic in the hierarchy and corresponds to primary needs. Hunger, thirst, shelter, sleep. Offer monetary incentives e.g. Good salary/wages and comfortable working conditions.

**2. Safety/Security Needs:** Security and protection from physical and emotional harm, stability of Income etc. Offer job security, pension, insurance etc.

**3. Affiliation/Belonging Needs:** Refer to affection, sense of belongingness, acceptance and friendship. The firm can encourage team building and permit the workers to opportunity to interact socially and so develop cordial relations with colleagues.

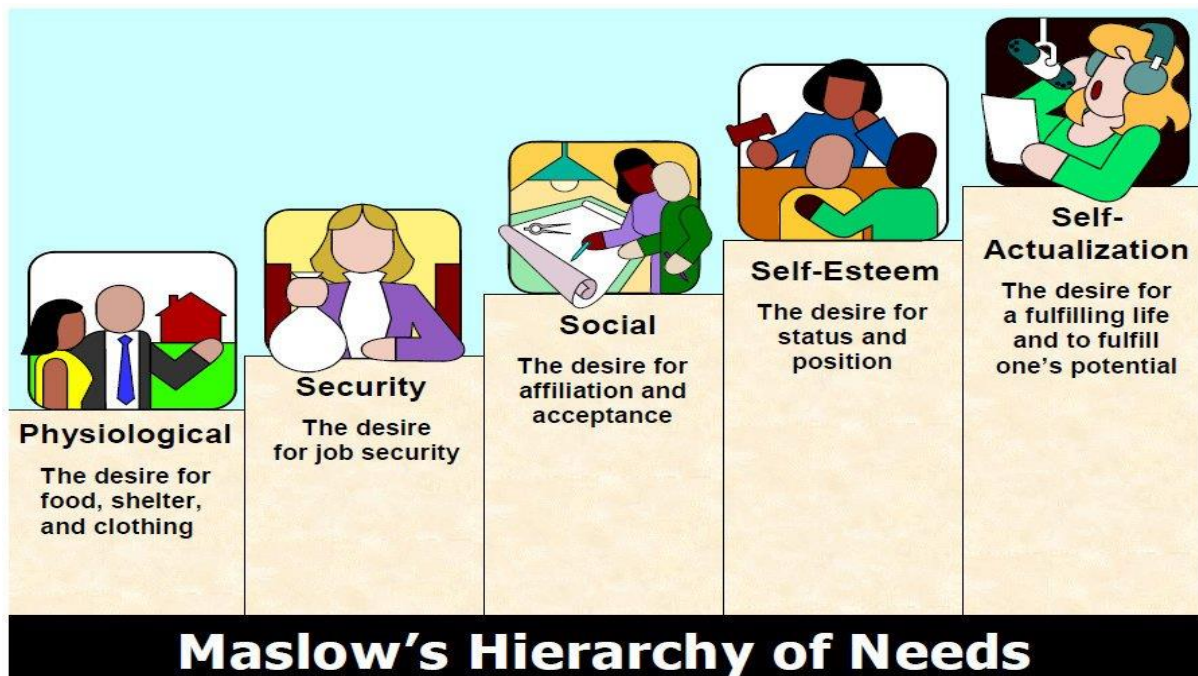
**4. Esteem Needs** Include factors such as self-respect, autonomy status, recognition and attention. Recognize good performance, provide opportunity for employees to feel a sense of accomplishment, provide important job titles etc

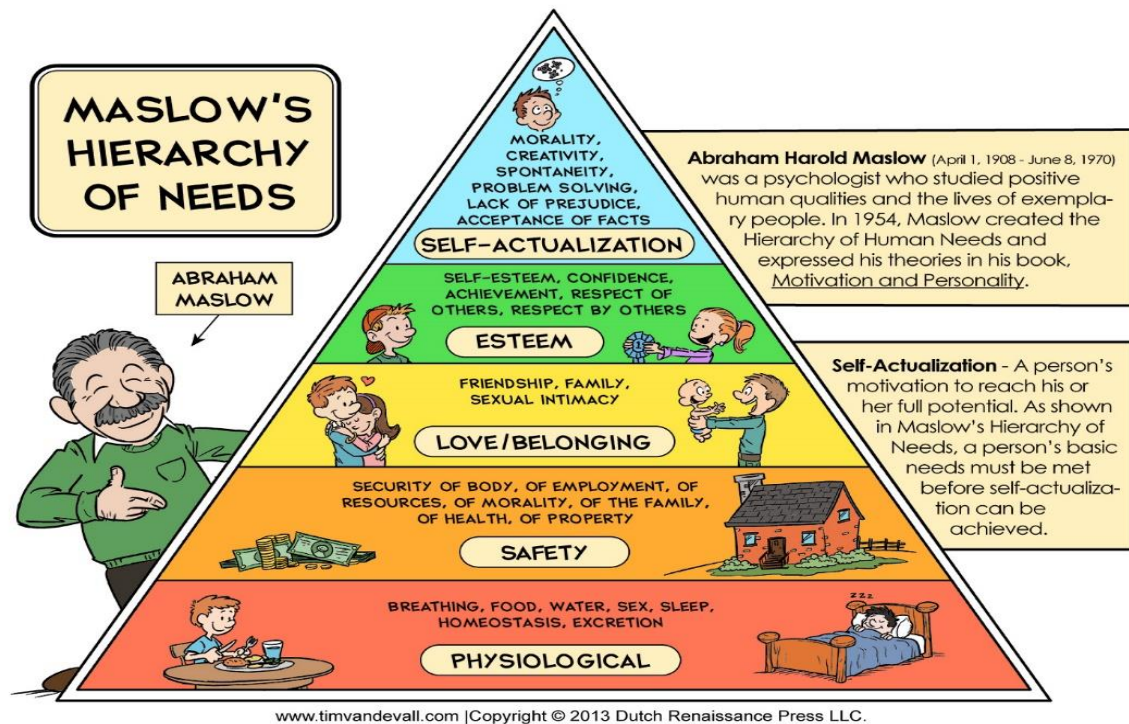
### 5. Self Actualisation Needs

The drive to become what one is capable of becoming. These needs include growth, self-fulfillment and achievement of goals. Offer the freedom to take decisions, providing them with opportunity to learn things, encouraging creativity, leading to achievement of goals etc.

#### Maslow's theory: Assumptions:

1. People's behaviour is based on their needs. Satisfaction of such needs influences their behaviour.
2. People's needs are in hierarchical order, starting from basic needs to other higher level needs.
3. A satisfied need can no longer motivate a person; only next higher level need can motivate him.
4. A person moves to the next higher level of the hierarchy only when the lower need is satisfied.





### Merits of Maslow's theory:

- ☐ Simple and easy to apply
- ☐ indicates how to motivate employees

### Leadership

**Meaning** = process of influencing the behavior of other people to work willingly towards the achievement of specified goals in a given situation.

### Importance of Leadership:

#### **1. Makes people contribute positively:**

- ☐ Influences behaviour and makes people contribute positively and produce good results.

#### **2. Creates congenial work environment:**

- ☐ Maintains personal relations, helps followers fulfil their needs+ provides confidence, support

and encouragement.

***3. Introduces change:***

- ☐ Persuades, clarifies and inspires people to accept changes.
- ☐ So overcomes resistance to change with minimum discontent..

***4. Handles conflict***

- ☐ Does not allow adverse effects .
- ☐ Allows followers to express their feelings and disagreements and gives suitable clarifications.

***5. Trains subordinates:***

- ☐ Builds up successors and helps in smooth succession process.

**Features of Leadership:**

1. Ability to influence others
2. Tries to bring about a change in the behavior of others
3. Indicates interpersonal relations
4. Exercised to achieve common goals of the firm
5. Continuous process

**Qualities of A Good Leader:**

1. Physical features – appearance, personality, health and endurance inspires followers to work with the same tempo.
2. Knowledge – knowledge and competence to instruct and influence subordinates.
3. Integrity – the leader should be a role model regarding ethics, values, integrity and honesty.
4. Initiative – grab opportunities instead of waiting for them.
5. Communication – capacity to explain his ideas and also be a good listener, teacher, counselor and persuader.
6. Motivation skills – understand followers needs and devise suitable means to satisfy them.
7. Self-confidence – so that he can provide confidence to followers
8. Decisiveness – should be firm and not change opinions frequently
9. Social skills – sociable, friendly and maintain good relations with followers.

**Role of a leader:**

- ☐ Top management:

- Achieve co-operation and involvement of employees in formulation of plans

□ Middle and lower management:

- Interpret plans and policies

- Influence to improve performance

- Integrate personal and organizational goals

- Represent work groups to superiors and others

- Solve problems and fulfillment of aspirations

### **Leader Vs manager**

- ▶ A manager administers, but a leader innovates
- ▶ A manager maintains things, a leader develops the things
- ▶ A manager focuses on systems and structure, whereas a leader focuses on people.
- ▶ A manager relies on control but a leader inspires the trust
- ▶ A manager keeps an eye on the bottom line. While a leader has an eye horizon
- ▶ A manager does things right. A leader does right things.

<b>Basis</b>	<b>Manager</b>	<b>Leader</b>
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 lead is 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.
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 consistent 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.

### **Styles of Leadership:**

Leadership styles refer to a leader's behavior. Behavioral pattern which the leader reflects in his role as a leader is often described as the style of leadership. A Leadership style is the result of the leader's philosophy, personality, and experience and value system. It also depends upon the type of followers and the atmosphere prevailing in the organization. A leader may use all styles over a period of time but one style tends to predominate as his normal way of using power.

#### **1. Autocratic or Authoritarian leader**

□ *An autocratic leader* gives orders and insists that they are obeyed. He determines the policies for the group without consulting them. He does not give information about future plans but simply tells the group what immediate steps they must take. Under this style, all decision making power is centralized in the leader as shown in the diagram. He does not give the subordinates any freedom to influence his decision. It is like —bossing people around.

This style should normally be used on rare occasions.

o An autocratic leader gives orders and expects his subordinates to obey those orders.

- o If a manager is following this style, then communication is only one-way with the subordinate only acting according to the command given by the manager.
- o This leader is dogmatic i.e., does not change or wish to be contradicted.
- o This leadership style is effective in getting productivity in many situations like in a factory where the supervisor is responsible for production on time and has to ensure labour productivity.
- o Quick decision-making is also facilitated.

## **2. Democratic or Participative leader**

- A *democratic leader* gives order only after consulting the group and works out the policies with the acceptance of the group. He never asks people to do things without working out the long-term plans on which they are working. He favors decision making by the group. This improves the attitude of the employees towards their jobs and the organization thereby increasing their morale.
- o Using this style is of mutual benefit – it allows subordinates to become part of the team and helps leaders (seniors) to make better decisions.
- o A democratic leader will develop action plans and makes decisions in consultation with his subordinates.
- o He will encourage them to participate in decision making.
- o This kind of leadership style is more common now-days, since leaders also recognize that people perform best if they have set their own objectives. They also need to respect the other's opinion and support subordinates.

## **3. Laissez faire or Free-rein leader**

- A *free rein leader* or a *Laissez Faire Leader* gives complete freedom to the subordinates. Such a leader avoids use of power. He depends largely upon the group to establish its own goals and work out its own problems. Group members work themselves as per their own choice and competence. The leader exists as a contact man with the outsiders to bring information and the resources the group requires for accomplishing the job.



## **Challenges of Leadership:**

- Able to lead the team members for accomplishing organizational goals
- Ability to influence the behavior of members of the team
- Adaptable to changing environment and he has to positively motivate employees to convert the challenges of business into opportunities
- He has to establish good communication channels in the organization for quick updates
- Realizing that employees are internal customers of an organization and connecting effectively their individual interests to organization goals

## **Group Dynamics:**

Group dynamics refer to the interactions and processes that occur within a group of individuals.

These dynamics can influence the group's performance, cohesion, and decision-making. Factors such as group roles, norms, communication patterns, and leadership play crucial roles in shaping group dynamics.

Positive group dynamics can lead to enhanced collaboration and productivity, while negative dynamics can result in conflicts and inefficiency.

Understanding group dynamics is essential for effectively managing teams and fostering a supportive and productive work environment.

Techniques like team-building activities, open communication, and conflict resolution can improve group dynamics.

## **Collaborative Bargaining Process in Work Groups**

Collaborative bargaining, also known as integrative or interest-based bargaining, is a negotiation process where parties work together to find mutually beneficial solutions.

In work groups, this process involves identifying common interests, generating options, and exploring win-win outcomes.

Unlike traditional adversarial bargaining, collaborative bargaining emphasizes cooperation, open communication, and problem-solving.

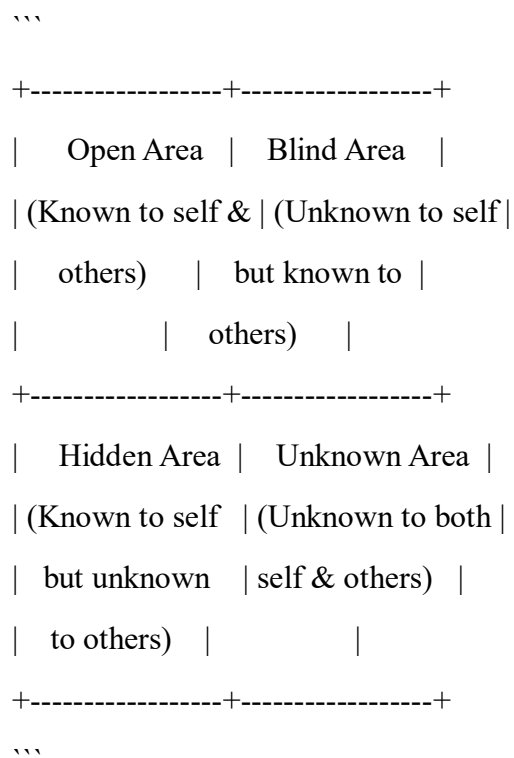
It aims to build long-term relationships and trust among group members. Effective collaborative bargaining requires active listening, empathy, and a willingness to compromise. It can lead to more sustainable agreements and a positive work environment.

## Johari Window Theory:

The Johari Window is a psychological tool that helps individuals understand their self-awareness and interpersonal relationships. It consists of four quadrants:

1. Open Area:.....Known to self and others.
2. Blind Area Unknown to self but known to others.
3. Hidden Area Known to self but unknown to others.
4. Unknown Area: Unknown to both self and others.

Here's a simple diagram to illustrate the Johari Window:



The goal is to expand the Open Area through feedback and self-disclosure, which can enhance communication and trust within a group. Understanding and applying the Johari Window can improve self-awareness and interpersonal effectiveness.