

# MODULE 6

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# CONTENTS

Motivation: Meaning, theories motivation-needs theory, two factor theory, Theory X and Y, application motivational theories.

Leadership: Meaning, styles of leadership leadership theories, trait theories behavioural theories, managerial situational theories.

## MOTIVATION

- Motivation has been defined by Michael J as "the act of stimulating someone or one get a desired course of action".
- In the words of Lewis Allen, "Motivation work a manager performs to inspire, encourage and impel people to take required action".
- According to William G Scott, "Motivation a process of stimulating people to accomplish desired goals".
- According to Koontz and O'Donnell, "Motivation is a general term applying to the entire of drives, needs, wishes and similar forces".

# Nature and Characteristics of Motivation

- Motivation is an Internal Feeling
- Motivation is related to Needs
- Motivation Produces Goal-Directed Behaviour
- Motivation can be either Positive or Negative
- Motivation is a never an ending Process

# Theories of Motivation

- Maslow's Need-Hierarchy Theory of Motivation
- Herzberg's Two-Factor Theory
- McGregor's Theory X and Theory Y



# Maslow's Need-Hierarchy Theory



## McGregor's Theory X and Theory Y

THEORY X	THEORY Y
1. Theory X assumes human beings inherently dislike work and are distasteful towards work.	1. Theory Y assumes work is as natural as sleep or rest
2. Theory X emphasizes that people do not have ambitions and they shirk responsibility	2. Theory Y assumes the reverse. Given proper conditions, people have ambitions and accept responsibility
3. Theory X assumes that people in general have little capacity for creativity	3. According to Theory Y, the creativity is widely distributed in the population

## McGregor's Theory X and Theory Y

4. According to Theory X, people lack self-motivation and require to be externally controlled and closely supervised in order to get maximum output.	4. While in Theory Y, people are self-directed and creative and possess self-control
5. Theory X emphasize upon centralization of authority in decision-making process	5. Theory Y emphasize decentralization and greater participation in decision making process



# Herzberg's Two-Factor Theory

- According to Herzberg, there are some factors that result in satisfaction while there are other job factors that produce dissatisfaction.
- According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "Dissatisfaction".

## Hygiene Factors

- Those job factors which are essential for the existence of motivation at workplace.
- These do not lead to positive satisfaction in the long-term. But if these factors are absent or these factors are non-existent at work, then they lead to dissatisfaction.
- Hygiene factors are also called maintenance factors as they are required to prevent dissatisfaction.

## Hygiene Factors

- **Pay** - The pay or salary structure should be appropriate and reasonable.
- **Company Policies and administrative policies** - should not be too rigid. They should be fair and clear.
- **Fringe benefits** - The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- **Physical Working conditions** - The working conditions should be safe, clean and hygienic.
- **Status** - The employees' status within the organization should be familiar and retained.
- **Interpersonal relations** - The relationship of the employee with his peers, superiors and subordinates should be appropriate and acceptable.
- **Job Security** - The organization must provide job security to the employees

## Motivational factors

- The motivational factors yield positive satisfaction.
- These factors motivate the employees to achieve superior performance. These factors are called satisfiers.
- Employees find these factors intrinsically rewarding.
- Motivators are necessary to keep satisfaction and job performance high.



## Motivational factors

- Recognition
- Sense of achievement
- Growth and promotional opportunities
- Responsibility
- Meaningfulness of the work



# Application of Motivational Theories

## Motivating by Changing the Work Environment:

- Skill variety
- Task significance
- Autonomy
- Feedback

# Application of Motivational Theories

## Redesigning the Job

- Job Rotation
- Job Enlargement
- Job Enrichment

# Application of Motivational Theories

## Alternate Work Arrangements

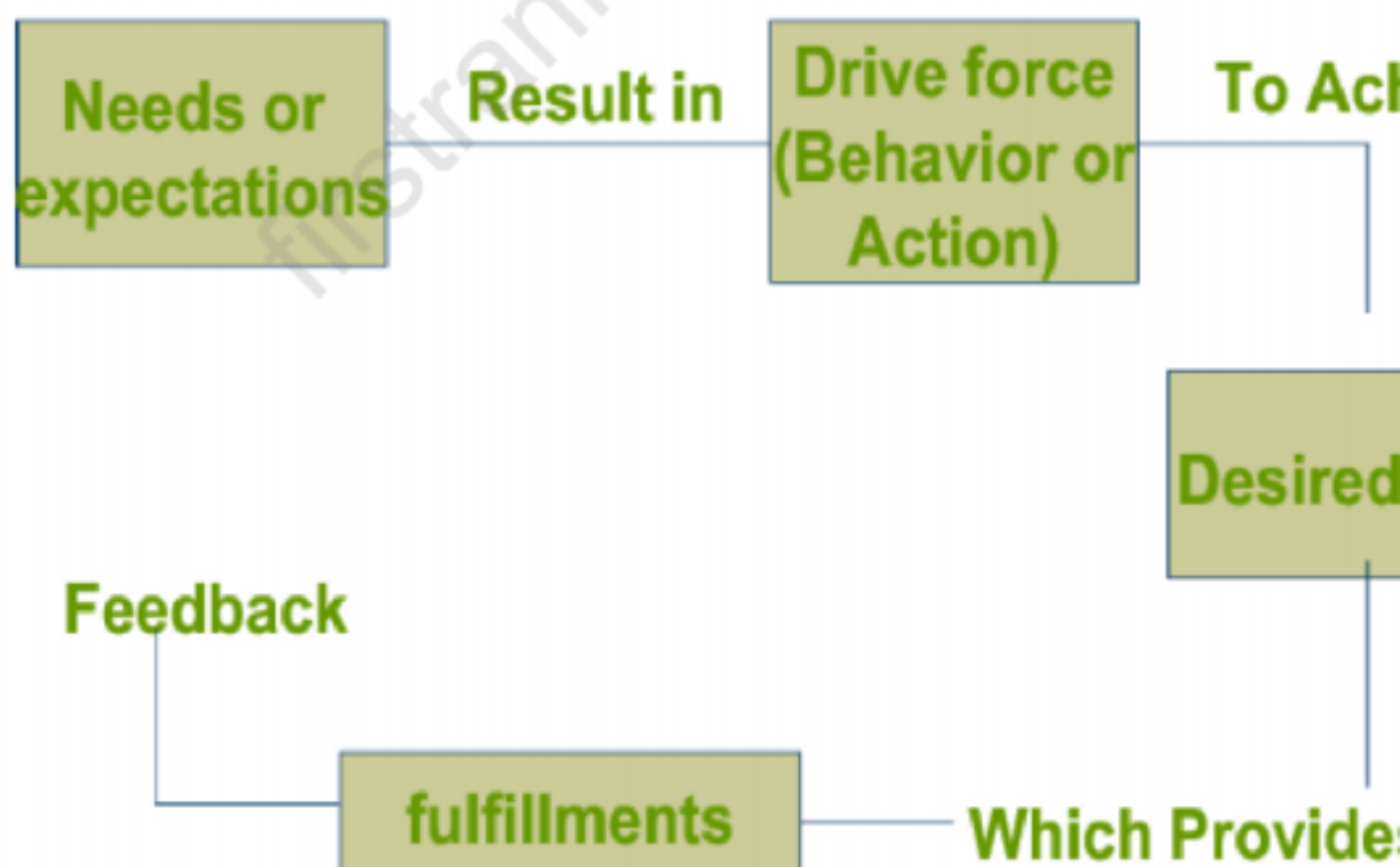
- Flextime
- Job Sharing
- Telecommuting

# Application of Motivational Theories

## Rewarding Employees

- Merit-Based Pay
- Bonuses
- Skill-Based Pay
- Profit-Sharing Plans
- Employee Stock Ownership Plans (ESOP)

# BASIC MODEL OF MOTIVATION





## Motivating Professionals

How are “professionals” different?

- Receive a great deal of “intrinsic satisfaction from their work.
- Strong and long-term commitment to their field of expertise.
- Well paid/Chief reward is work itself
- Value support.
- More focused on work as central interest.

## Motivating Professionals

- Provide challenging projects
- Give them autonomy in work.
- Reward with educational opportunities
- Recognize their contributions.

## Motivating Contingent Workers

- Contingent or temporary workers have little or no job security/stability; therefore, they don't identify with the organization or display the commitment of permanent employees.
- Contingent or temporary workers are typically provided with little or no health care, pensions, or similar benefits.

## Motivating Contingent Workers

- Employees want more respect
- Make jobs more appealing
- Raise pay levels
- Greatest motivating factor is opportunity to gain permanent employment.

# Motivating Unionized Employees

- Create better work environments
- Show appreciation
- Provide opportunities for training and advancement
- Listen to employees concerns



PUSH YOURSELF  
BECAUSE, NO ONE  
ELSE IS GOING  
TO DO IT FOR YOU

# Part-B-Leadership

## Leadership

- "Leadership" according to Alford Beatty "is the ability to secure desired actions from a group of followers voluntarily, without the use of coercion."
- A leader shows the way by his own example. He is not a pusher, he pulls rather than pushes.
- Leadership is a process of influencing a group.
- Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.

## Nature of Leadership

- Leadership implies the existence of followers.
- Leadership involves a community of interest between the leader and followers.
- Leadership involves an unequal distribution of authority among leaders and members.
- Leadership is a process of Influence.
- A leader must be exemplary.
- A Leader ensures absolute justice

## Styles / Types of Leadership

- Autocratic or Dictatorial Leadership
  - In this leadership style the leader assumes responsibility for all actions. Mainly he receives implicit obedience from the group in following his orders.
- Democratic Leadership
  - The leader draws ideas and suggestions from the group by discussion, consultation and group participation.
- Laissez-faire Free Rein Leadership
  - In this leadership style the leader relies entirely on his subordinates to establish their own goals and to make their own decisions.



# Theories of Leadership

- Trait Theory
- Behavioural Approach
- Situational Approach

## Trait Theory

- This approach stresses the in-born qualitative characteristics of an individual.
- One way is to identify the distinguishing characteristics he possesses.
- Another way is to analyze the past and present of the leader in terms of his background, education, career events, etc. to build up a list of traits or attributes that the leader possesses.
- A number of studies have been conducted to identify traits or characteristics that are used to distinguish successful and unsuccessful leaders.

## Trait Theory

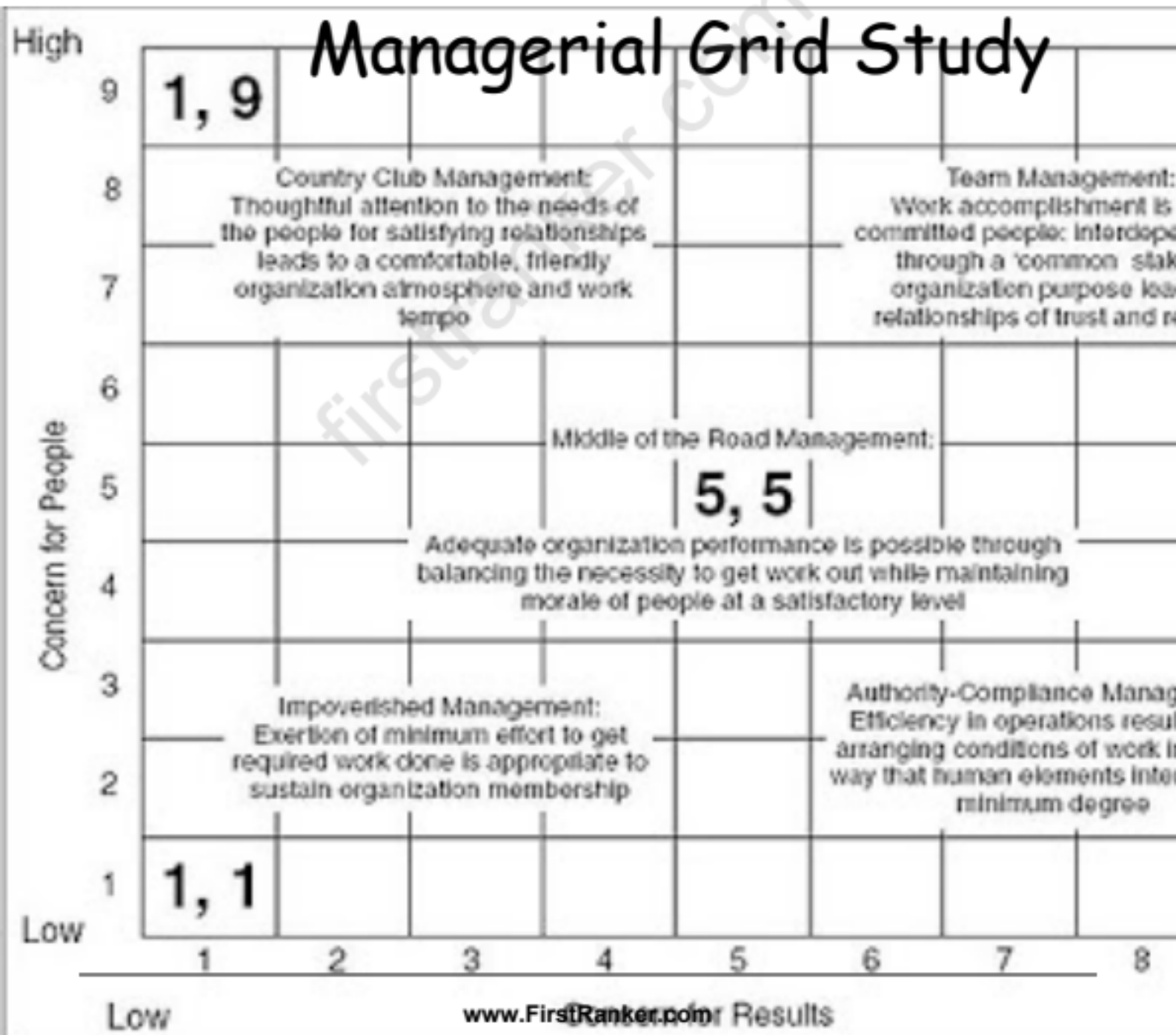
- **Physical characteristics** — Age, appearance and height
- **Social background** — Education, social status and mobility
- **Intelligence** — Judgment, knowledge, decisiveness and fluency of speech
- **Personality** — Alertness, dominance, extroversion, independence, creativity and self-confidence
- **Task-related Characteristics** — Achievement drive, initiative, persistence, enterprise and task orientation.
- **Social characteristics** — Attractiveness, popularity, sociability and interpersonal skills

## Behavioural Approach

- When it was apparent that the trait approach was not adequate to explain the leadership phenomenon, the theorists directed attention to the study of leader behaviour.
- Managerial Grid Study - Blake and Mouton
- Ohio State University (1940s)
- University of Michigan (1950s)



# Managerial Grid Study





## Ohio State University (1940s)

- The Leaders Behavior Description Questionnaire (LBDQ)
- Ohio State University developed a list of 360 statements.
- The list was designed to measure two behavioral leadership dimensions.
  - **People Oriented Leaders** - Encouraging, Observing, Listening, Coaching, Mentoring
  - **Task Oriented Leaders** - Initiating, Organizing, Clarifying, Information Giving



## University of Michigan (1950s)

- In addition to the two characters identified by the previous study, Participative Leadership was introduced.
- **Participative leadership** is one of the important aspects of professional life.
- If a group or team is lead by an effective good leader, it is more or likely that they will be able to fulfill their as well as organizations goal and objectives successfully.

## Situational Leadership Theories

- The behaviour approach, learning from weaknesses of the trait approach, went a step further to explain the practicalities available to a leader.
- But this again failed to indicate a "best" style of leadership, which was universally appropriate.
- No style is good or bad, it is the situation that makes it so.

# Situational Leadership Theories

## Fiedler's Contingency Theory

Leader Effectiveness =  $f$  (leader style, situation favorability)

Group performance is a result of interaction of two factors.

Leadership style

Situational favorableness

# Leadership Style

- Leadership Style
  - This is the consistent system of interactions that takes place between a leader and work group.
  - An individual's leadership style depends upon his or her personality and is, thus, fixed.



## Least Preferred Coworker (LP)

- The least-preferred coworker (LP) scale classifies leadership styles.
  - Describe the one person with whom she worked the least well with.
  - From a scale of 1 through 8, describe person on a series of bipolar scales:

Unfriendly 1 2 3 4 5 6 7 8 Friendly  
Uncooperative 1 2 3 4 5 6 7 8 Cooperative  
Hostile 1 2 3 4 5 6 7 8 Supportive  
Guarded 1 2 3 4 5 6 7 8 Open



# Leadership Styles

**Relationship oriented:**

**A high LPC score suggests that the leader has a high human relations orientation**

**Task oriented:**

**A low LPC score indicates a task orientation**

**Fiedler's logic:**

Individuals who rate their least preferred coworker in a favorable light derive satisfaction out of interpersonal relationship; those who rate the coworker unfavorably get satisfaction out of successful task performance



## Situation Favorability

1. **Leader-member relations:** The degree to which the employees accept the leader
2. **Task structure:** The degree to which subordinates jobs are described in detail
3. **Position power:** The amount of authority the leader possesses by virtue of her position in the organization.

## Transactional Leadership

- Leaders who guide or motivate followers in the direction of establishing goals by clarifying role and requirements.
- Also known as managerial leadership, focuses on the role of supervising organization, and group performance.

# Transformational Leadership

- Leaders who inspire followers transcend their own self-interests who are capable of having a profound and extraordinary effect on followers.
- Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms.

## Charismatic Leadership

- Max Weber, a sociologist, defined charisma "a certain quality of individual personality, by virtue of which he or she is set apart from ordinary people and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities."
- Charismatic leaders are likely to be extraverted, self-confident, achievement oriented.