

Motivation, Morale and Leadership

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Introduction

- Motivation is the process of channelling a person's inner drives so that he wants to accomplish the goals of the organization.
- People are complex and they are uniquely different. What motivates one person may not motivate another.
- Motivation may be defined as those forces that cause people to behave in certain ways.
- In the words of Lewis Allen, "Motivation is the work a manager performs to inspire, encourage and impel people to take required action".

Motivational Terminology

- **A Drive** is a physiological condition that moves the person to satisfy the needs. It is not specifically directed to some object. The Hunger drive, for example, moves us to satisfy a need for food, but not towards the specific type of food.
- **A motive** is over urge to attain some goal or objective such as food when hungry. Motive is clearly goal directed.
- **A need** is a requirement of a person for operational adjustment to the environment. Like Laptop
- **Wants** are similar to needs but imply that the object is social, not really physiological like Mercedes Car.
- **An incentive** is the object for end of the motivated behaviour, such as a thing one wants to achieve, accomplish, or avoid.
- **A reward** is similar to an incentive, but it implies that incentive is positive, it refers to a satisfying outcome that flows from a behaviour, thereby inducing a person to adopt that behaviour again to receive the same outcome.
- **Goals** are the objects that fulfill or satisfy the relevant want, need, or drive.

Steps in Motivation

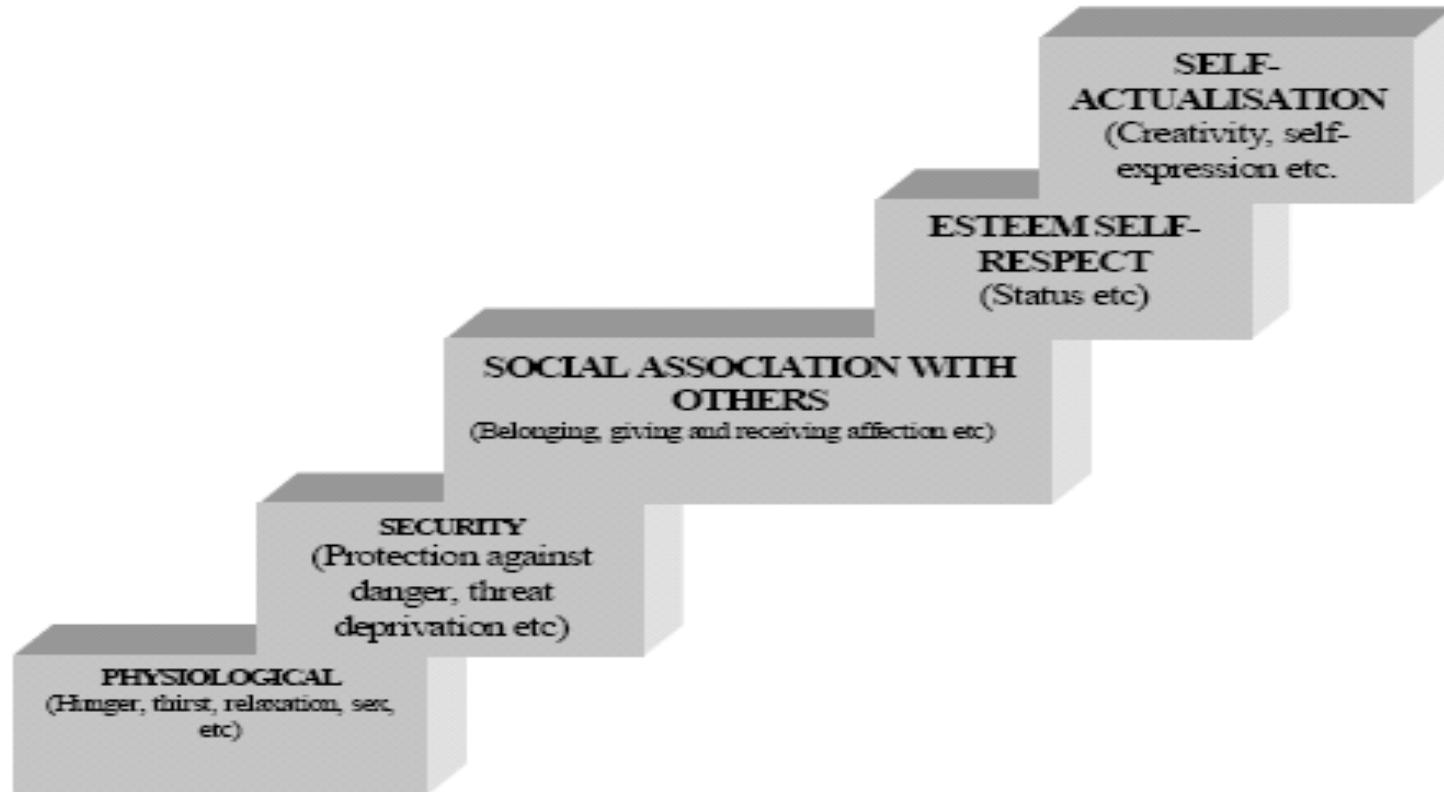
1. Find out motivation requiring situation.
2. Prepare set of motivating tools
3. Application
4. Follow up

Theories of Motivation

1. Monistic or Economic Theory of Motivation: As per theory, money is the only thing which gives motivation to individual. This theory postulates that:
 - a) Motivation is more effective if based on individual incentive not on group incentive.
 - b) It is more effective where rewards are immediately.
 - c) Quantum is directly related to the amount of reward.
- Taylor's differential piece rates from a strong overtone of economic motivation.

Theories of Motivation

□ Maslow's Hierarchy of needs:



Theories of Motivation

| <i>Higher Level Needs</i> | <i>To Satisfy, Offer:</i> |
|----------------------------------|--|
| Self-actualization needs | Creative and challenging work Participation in decision making Job flexibility and autonomy |
| Esteem needs | Responsibility of an important job Promotion to higher status job Praise and recognition from boss |
| <i>Lower Level Needs</i> | <i>To Satisfy, Offer:</i> |
| Social needs | Friendly coworkers Interaction with customers Pleasant supervisor |
| Safety needs | Safe working conditions Job security Base compensation and benefits |
| Physiological needs | Rest and refreshment breaks Physical comfort on the job Reasonable work hours |

McGregor's Theory

| THEORY X | THEORY Y |
|---|--|
| 1. Theory X assumes human beings inherently dislike work and are distasteful towards work. | 1. Theory Y assumes that work is as natural as play or rest |
| 2. Theory X emphasizes that people do not have ambitions and they shrink responsibility | 2. Theory Y assumes just 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 |
| 4. According to Theory X, people lack self motivation and require be externally controlling and closely supervising in order to get maximum output. | 4. While in Theory Y people are self-directed and creative and prefer Self-control |
| 5. Theory X emphasise upon centralization of authority in decision-making process | 5. Theory Y emphasizes decentralisation and greater participation in decision-making process |

Hertzberg's Theory of Motivation

- Hertzberg developed a theory of motivation on the premise that human nature has two separate elements - The motivators and maintenance factors.
- ***Hygiene Factors:*** Hygiene factors when absent, increase dissatisfaction with the job. When present, help in preventing dissatisfaction but do not increase satisfaction or motivation. For example, company policy, salary, inter-personal relations, working conditions
- ***Motivators:*** Motivators are associated with positive feelings of employees about the job. They make people satisfied with their job. Motivators are necessary to keep job satisfaction and job performance high. For example Achievement, recognition, responsibility, advancement and the work itself.

McClelland's acquired needs theory

McClelland identifies three specific needs:

- **Need for achievement** is the drive to excel. These individuals are strongly motivated by job situations with personal responsibility, feedback, and an intermediate degree of risk.
- **Need for power** is the desire to cause others to behave in a way that they would not have behaved otherwise. An individual with a high need of power is likely to follow a path of continued promotion over time.
- **Need for affiliation** is the desire for friendly, close interpersonal relationships and conflict avoidance. People with the need for affiliation seek companionship, social approval, and satisfying interpersonal relationships.

Expectancy theory

- Victor Vroom introduced one of the most widely accepted explanations of motivation. Very simply, the **expectancy theory** says that an employee will be motivated to exert a high level of effort when he or she believes that:
 1. Effort will lead to a good performance appraisal.
 2. A good appraisal will lead to organizational rewards.
 3. The organizational rewards will satisfy his or her personal goals.
- The key to the expectancy theory is an understanding of an individual's goals and the relationships between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction. When an employee has a high level of expectancy and the reward is attractive, motivation is usually high.

Equity theory

- Equity exists when workers perceive that rewards equal efforts
- But employees just don't look at their potential rewards, they look at the rewards of others as well. Inequities occur when people feel that their rewards are inferior to the rewards offered to other persons sharing the same workloads.
- Employees who feel they are being treated inequitably may exhibit the following behaviours:
 - Put less effort into their jobs
 - Ask for better treatment and/or rewards
 - Find ways to make their work seem better by comparison
 - Transfer or quit their jobs

Contingency Model of Motivation

- No single model for motivation, it should be as per the situation.
- It depends on internal and external factors.
- Following factors are found significant:
 1. Opportunities and constraints
 2. Need structure
 3. Personal expectation

Leadership

- Leadership is a great quality and it can create and convert anything.
- **Leading** is establishing direction and influencing others to follow that direction.
- In the words of R.T. Livingston - Leadership is "the ability to awaken in others the desire to follow a common objective".
- Ordway Tead has defined leadership as the activity of influencing people to co operate towards some goal which they come to find desirable.

Formal and Informal Leaders

- Officially every manager enjoys the power, authority so they are formal leaders.
- Informal leaders are not delegated any authority to lead, rather they acquire such authority as to guide and lead. Informal leadership is spontaneous and is part of informal organisation.

Approaches for examining leadership behaviour

- Trait Theory
- Style Theory
- Contingency Theory

Trait Theory

- Leadership used to be emphasized mainly in relation to certain personal traits of the manager and a successful leader and to be conceived in terms of certain personality characteristics.
- Traits like physical and nervous energy, a sense of purpose and discretion, enthusiasm, integrity, technical mastery, decisiveness, intelligence and faith.

Trait Theory

- Criticism of Trait Theory:
 1. Importance of trait differs from person to person
 2. Different situation and functions require different traits.
 3. Researchers says that leadership should be looked upon beyond the features.

Style Theory

- As per theory, style of the leader affects subordinates.
- There are different style theories:
 1. Lewin, Lippitt and White
 2. Ohio University
 3. University of Michigan
 4. Blake and Mouton
 5. Likert Style

Style Theory

1. **Lewin, Lippitt and White:** They conducted a research based on 3 leadership models:
 - **Autocratic.** The manager makes all the decisions and dominates team members.
 - **Participative.** The manager involves the subordinates in decision making by consulting team members (while still maintaining control), which encourages employee ownership for the decisions.
 - **Laissez-faire** (also called free-rein). In this hands-off approach, the leader encourages team members to function independently and work out their problems by themselves, although he or she is available for advice and assistance.

Style Theory

2. Ohio University :There are 2 standards of the leadership.

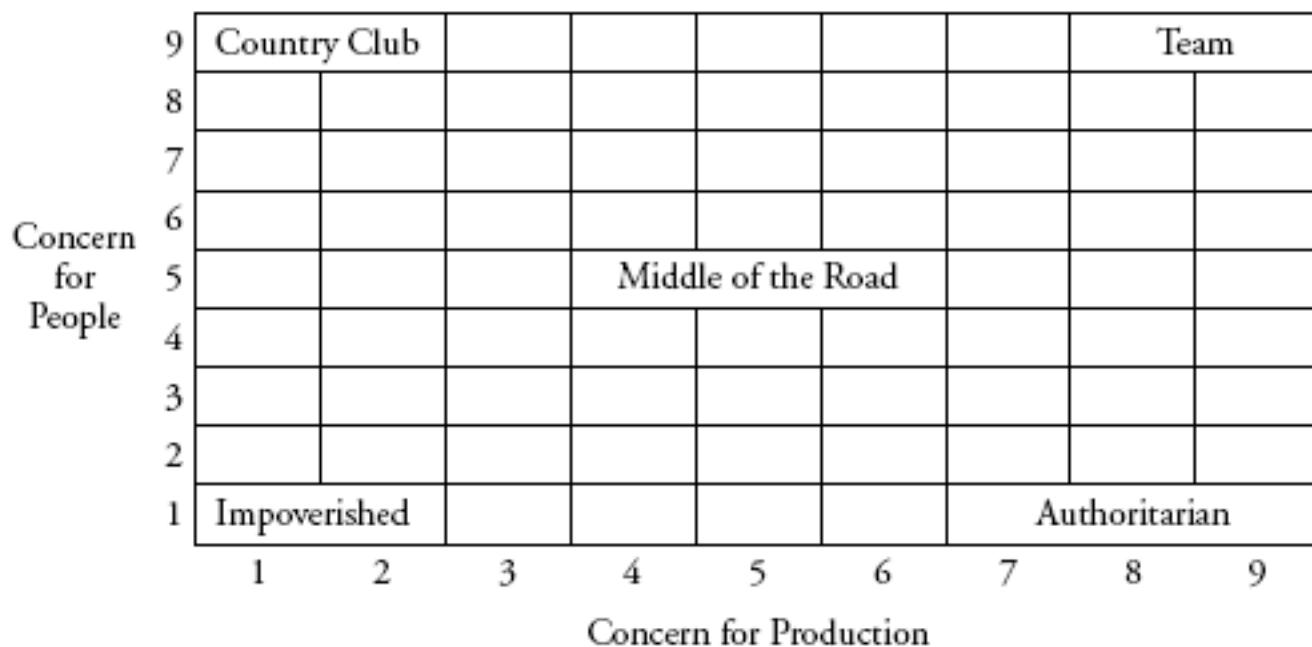
- **Consideration** is the extent to which job relationship are featured by mutual trust, interpersonal warmth and consideration for subordinates idea and belief.
- **Initiating structure** is the extent to which the leader organizes and defines subordinates' activities and relationships.
- Thus Consideration is closer to democratic leadership where as Imitating structure is near to Autocratic Structure.

Style Theory

3. University of Michigan: Two style of Leadership, Production oriented and Employee centered.
- It is found that leaders who are employee centered get more production and employee satisfaction.

Style Theory

4. Blake and Mouton:



Style Theory

- The **impoverished style**, located at the lower left-hand corner of the grid, point (1, 1), is characterized by low concern for both people and production; its primary objective is for managers to stay out of trouble.
- The **country club style**, located at the upper left-hand corner of the grid, point (1, 9), is distinguished by high concern for people and a low concern for production; its primary objective is to create a secure and comfortable atmosphere where managers trust that subordinates will respond positively.
- The **authoritarian style**, located at the lower right-hand corner of the grid, point (9,1), is identified by high concern for production and low concern for people; its primary objective is to achieve the organization's goals, and employee needs are not relevant in this process.
- The **middle-of-the-road style**, located at the middle of the grid, point (5, 5), maintains a balance between workers' needs and the organization's productivity goals; its primary objective is to maintain employee morale at a level sufficient to get the organization's work done.
- The **team style**, located at the upper right-hand of the grid, point (9, 9), is characterized by high concern for people and production; its primary objective is to establish cohesion and foster a feeling of commitment among workers.

Style Theory

5. Likert Style: He has found 4 style of leadership: Exploitative Autocracy, Benevolent Autocracy, Consultative Leadership and Participative group leadership.
- Based on the research they found that style is influenced by 3 Variables:
 1. Casual Variables
 2. Intervening Variables
 3. Result Variables

Contingency Theory

- Style of Leadership is to change according to the situations.
- According to this theory an individual can be leader in one situation and cant be in other situation.
- Following are the theories to be learnt in this concept:
 1. The Tannenbaum-Schmdit Conitnuum
 2. Fielder Contingency Theory
 3. Path Goal Theroy

The Tannenbaum-Schmdit Conitnuum

- Kindly Look at the figure in the book.
- Which is most suitable situation for manager?
- It depends on the following forces:
 1. Forces in manager: It includes his value system, confidence in subordinates, leadership urges etc
 2. Forces in subordinates: Desire of independence, willingness to assume responsibility, knowledge, interest, expectation for participation in decision making.
 3. Forces in situation: Nature of problem, situation, group effectiveness, pressure of time etc.

Fiedler's Contingency Theory

- Whether Production oriented leadership is good or whether human oriented leadership is dependent on following situations:
 1. Leader-Member relations
 2. Task Structure
 3. Power Position
- A major conclusion of this theory is that production oriented is favorable in extreme situations and in middle situations human oriented leadership is advocated.

Path Goal Theory of Leadership

- According to Path goal theory, the leaders job is seen as being one of
 1. Clarifying the tasks to be performed by subordinates
 2. Clarifying away any roadblocks that prevent goal attainment and
 3. Increasing the opportunity for the subordinates by obtaining personal satisfactions.



Cultivated Leadership Attitudes

1. Awareness
2. Empathy
3. Objectivity
4. Self Knowledge

Functions of Leadership

- Sociological View: As per the sociological view following are the functions of leadership:
 - Setting goals
 - Shaping and reshaping organisation
 - Reconciling internal and external forces
 - Work accomplishment
 - Reading desired changes, movement of organisation with perspective of industry structure.

Functions of Leadership

- Psychological View: Motivation
- Other View: Directing, Responding and Representing

Morale

- Morale is an intangible factor and relates to the conditions of an individual and group with regard to determination, confidence and enthusiasm in the performance of the duty.
- It should be understood as the sum of psychic qualities reflecting courage, zeal and confidence in the performance of the duty.

Morale and Productivity

- High Morale, High Productivity
- But this is not supported by any specific research.
- When an employee feels secure and is able to satisfy his personal motives independent of the attainment of organisational objectives, he may not attach any significant importance to his job efforts, though his morale may be quite high.

Factors determining Morale

1. Social Factors
2. Supervisory Techniques
3. Job Satisfaction
4. Organisation and its purpose.

Knowing the Prevailing Morale

- On the basis of Observation
- Attitude Surveys