

Workplace Motivation and Leadership: A precondition or an obligation

Ms. Lekha Rani Singh¹, Mr. Khajit Thukral²

¹Assistant Professor, Amity Law School Centre-II, Amity University Noida, India

²Student of BA LLB (H), Amity Law School Centre-II, Amity University Noida, India

Abstract: The purpose of this paper is to analyze and understand the significance and relevance of motivation and leadership at work place by taking the point of view of various philosophers and thinkers and discussing whether they are a precondition or an obligation at workplace. Though motivation and leadership are two different aspects but they go parallel with each other. This paper also tries to distinguish different types of motives thereby explains the basic motives of a normal human being in relation to his social and professional life, and interaction etc. There is no solution unless there is a motive or will to do the same. The paper will throw light upon the different characteristics of motivation and how it can lead to a better leadership to create a world class organization and the important role it plays in the betterment of one's personal and professional life. Better leadership not only comes from acquiring the ability to understand the problem but also by being the solution to it. The outcome obtained from motivation and leadership is different on different scale i.e. on individual level and at group level. The paper discusses the theories, examples, motives and their relevance at today's work place for making it a world class organization.

Keywords: Goal, Leadership, Motivation, Motives, Need.

“The best leaders not only inspire us, they develop and empower us to lead with passion from whatever position we currently hold in life.” [1]

–Ty Howard

I. INTRODUCTION

In the present scenario motivation and leadership skills play a vital role. For any organization to become a holistic work place, it's must that the people work as efficient team members and have an effective team leader who keeps them motivated. In this paper we are discussing the theories, examples and motives of motivation and leadership with their relevance at today's work place for making it a world class organization.

Motivation is derived from the word 'motive' which means desire, wants or drives within an individual. It is the process of stimulating people to actions to accomplish the goals. Motivation has unique definition with respect to different fields. It can be a reason or desire behind expressing or behaving in a particular manner.

Motive is the reason which plays a vital role in the stimulation of a detrimental behaviour. Psychologists have divided motives into three types namely Biological Motives, Social Motives and Personal Motives. Biological Motives are also known as physiological motives which are essential for the survival of the organism. The body always tends to maintain a state of equilibrium called Homeostasis. In many of internal physiological processes thus imbalance in the body leads to this motive in human beings since it is very essential for the normal life. It helps in maintaining internal processes at optimal levels. The nutritional level, fluid level, temperature level, etc., are maintained at certain optimal level. Physiological Motives includes hunger motive, thirst motive, need for oxygen, motive for regulation of body temperature, need for sleep, need for avoidance of pain, drive for elimination of waste. Social Motives include achievement motive, aggressive motive, power motive, acquisitive motive, curiosity motive, gregariousness. Personal Motives includes force of habits, goals of life, levels of aspirations, attitudes and interests, unconscious motivation. The motives play an important role in deciding one's behaviour based on which a person reacts or works and motivates others.

Through the perspective of a businessman motivations are some internal and external factors which could stimulate a desire or thrive an energy into the minds and behaviour of people keep them interested in a particular commodity and which interest them to get committed to a job, role or subject, which would in turn encourage him to work harder to attain a goal. Thus motivation is a result of both conscious and unconscious factors. These factors can be the intensity of desire or inventiveness the value of the reward which can be attained in a successful completion of the goals and expectation.

In the employee context motivational factors which control and decide an employee's behavior may be: the desire for money, success, recognition, job-satisfaction and team work, etc. Many times people confuse happiness of the employees with their motivation. Though both these concepts may be interrelated but in practical it may not be the same. Motivation may be the actual level of desire among the employees regardless of the level of happiness. A motivated employee will perform more efficiently with responsibility would be more engaged and invested in their work than the happy employees.

Definition of motivation includes the statement of Merriam-Webster who says that a motivation is an act or process of giving a reason for doing something or a force or influence that makes a person do something.

Leadership is ability to influence and guide. Like motivation the definition of leadership is different with respect to different occupations or fields. And unlike any other subject, leadership cannot be taught; it is an ability of a person to persuade and make the crowd listen to him/her.

The role of a leader in any industrial or management sector is of a manager and he/she would be the head of the organization or movements in any other sections. Generally, leadership of a person is for the period of time when he holds the position of a leader and is given the power to lead other people. In the preview of management, it is the duty of the manager or the leader to develop interest in the performance of the employees. The process by which a leader motivates its employees consists of a felt need or a drive, a stimulus in which needs have to be aroused and the satisfaction or accomplishment of goals when the needs are fulfilled.

Leadership in any sector and business involves creating and articulating a clear vision, take swift and decisive actions or decisions, and establishing achievable goals, providing followers with the knowledge and tools necessary to achieve these goals and coordinating and balancing the conflicting interests of all the members and stakeholders. A good leader should have strong communication and managerial skills, self-confidence, creative and innovative thinking, courage to face the failure, willingness to take risks, openness to change and creativeness in times of crisis.

Leadership is an art of influencing and motivating people to achieve a common goal. Numerous studies have been conducted to find out how a leader can be effective. Various theories have been postulated from time to time on the factors that influence the effectiveness of a leader. The most widespread ones are: The Great Man Theory, The Trait Theory which proposes that a significant individual leadership trait includes intelligence, adjustment, extroversion, conscientiousness, and self-efficacy. Third is Behavioral Theories which suggests that leadership requires a strong personality with a well-developed positive ego thus self-confidence is essential. Contingency Theories assumes that different situations call for different characteristics and no single optimal psychological profile of a leader exists. Transactional Theories requires the qualities like individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Transformational Theories need inspirational nature and charismatic personalities.

From the very beginning, various thinkers have tried to find out the answer to what motivates people to work. For this purpose different approaches have been applied to them which have resulted in a number of theories. Some of the most important theories of motivation are as follows: The first theory is Maslow's Need Hierarchy Theory. He classified all human needs into a hierarchical manner from the lower to the higher order and believed that once a given level of need is satisfied, it no longer serves to motivate the man. 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. 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: Physiological Needs, Safety Needs, Social Needs, Esteem Needs and Self-Actualization Needs.

The second one is Herzberg's Motivation-Hygiene Theory. The psychologist Frederick Herzberg extended the work of Maslow and proposed a new theory known as Two-Factor Theory. He conducted a motivational study with 200 accountants and engineers employed by firms in and around Western Pennsylvania. He asked the respondents to describe two important incidents at their jobs and used the critical incident method for obtaining data:

- When did you feel particularly good about your job?
- When did you feel exceptionally bad about your job?

The responses were interesting and fairly consistent. They reported that good feelings were associated with job satisfaction, whereas bad feeling with job dissatisfaction. He labeled them as job satisfiers motivators and job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation. He declared that the opposite of satisfaction needs not dissatisfaction and there is a dual continuum. According to which today's motivators are tomorrow's and one's hygiene may be other's motivator.

McClelland developed the McClelland's Need Theory based on Henry Murray's long list of motives and manifest needs. McClelland's Need Theory is associated with learning because he believed that needs are learned by the experience. He found that the behavior of a person acquired in a particular need is different from those who do not have it. His theory focuses on Murray's three needs: achievement, power, and affiliation.

McGregor's Participation Theory in which Douglas McGregor formulated two distinct views of the human being basically negative or Theory X and basically positive or Theory Y.

Theory X is based on the following assumptions:

- People are indolent who like to work as little as possible.
- People lack ambition, dislike responsibility, and prefer to be directed by others.
- People are inherently self-centered and indifferent to organizational needs and goals.
- People are generally gullible and not very sharp and bright.

Theory Y assumes that:

- People are not by nature passive or resistant to organizational goals.
- They want to assume responsibility.
- They want their organization to be successful.
- People are capable of directing their own behavior.
- They have a need for achievement.

The three theorists Berwick, Rangnekar, and Ouchi propounded the third theory Urwick's Theory Z. Ouchi's Theory Z adopts the Japanese management practices by the American companies. In India, Maruti-Suzuki, Hero-Honda, etc., apply the postulates of Theory Z. Ouchi's Theory Z is based on the following four postulates:

- Strong Bond between Organisation and Employees
- Employee Participation and Involvement
- No Formal Organisation Structure
- Human Resource Development

Argyris has developed his motivation theory based on the proposition how management practices affect the individual behavior and growth. In his view, the personality of individual develops his maturity and immaturity exists because of organizational setting and management practices. In order to make individuals grow maturely, he proposes gradual shift from the existing management system to the more flexible and participative management.

Vroom's Expectancy Theory stated that people will be motivated to exert a high level of effort when they believe that there is a direct relationship between the efforts they put with the outcomes that they receive. Porter and Lawler's Expectancy Theory is an improvement over Vroom's theory. They posit that motivation does not equally satisfy the performance. The model suggested some of the simplistic traditional assumptions between satisfaction and performance. They proposed a multi-variant model to explain the complex relationship. The performance leads to satisfaction when mediated by abilities and traits and by role perceptions.

The history is full of examples of leaders who not only possessed good leadership qualities but they were excellent motivators. Lord Krishna is a paramount example of motivation and leadership. He killed Aghasur and protected his friends. He was a protector. He showed the charisma to villagers and friends by eliminating the demons at a small age and acted from the front. He adopted an appropriate strategy when Lord Brahma hid village boys and cattle to test Krishna. Lord Krishna always gave due or more credit to those who deserve it. He had no fear and acted courageously during difficulties. Krishna always worked as a member of the team with his friends during all occasions like the work, play, trouble, dance, happiness. Lord Krishna believed in teamwork. He was extraordinarily intelligent and knowledgeable personality. He had a great convincing power. He supported and convinced Arjuna and told that he was with him and that he will fight in his favour. Thus convinced Arjuna to fight the battle against his relatives, friends and gurus. He believed in avoiding disputes and he tried to mediate between Pandavas and Kauravas and went to Hastinapura by taking a risk of his life but when Duryodhana tried to arrest him, he showed his strength. Lord Krishna kept calm and cool in adverse conditions also and avoided disputes till last. Krishna motivated Arjuna by giving discourse (Bhagwat Gita) which was without motivation factors like money, fringe benefits, appreciation, and power. He described "karma" i.e. performance of "own duty" as supreme.

Mahatma Gandhi has been referred as one of the greatest leaders of an era. The qualities that made him a good leader included his charisma, patience, commitment to non-violence and deliberateness. Gandhiji was always against the injustice of the caste system, and he worked very hard to eradicate the concept of the "untouchable" caste and also the religious difference between Hindus and Muslims. He promoted non-violent measures as a tool for Civil Disobedience to affect political change. During his stay in South Africa where he suffered a number of racial indignities and it is from here he was able to formulate the two ideas that were crucial in his later work. The first was the idea of independence for India and the second was about the importance of trust, love, non-violence and truth. In addition to forming his philosophies, he learned to organize people in order to get political victories. Although Gandhiji never used the phrase "human rights," his works and life made him a champion of Indian rights and social justice, and he inspired and motivated several leaders

around the world such as Martin Luther King and Nelson Mandela. He is still being considered as one the greatest leader.

Swami Vivekananda was an exceptional leader whose qualities are only gradually being understood. Many of the qualities are now being described and taught by leadership experts in schools today. Though there are many definitions of leadership, it has been believed and agreed by many that developing and living an enabling and empowering vision are the very essence of effective leadership. Statements with respect to visions are the most inspiring words chosen by successful leaders to clearly and concisely convey the direction of the organization. By crafting a clear vision statement, one can communicate one's intentions and motivate the team or organization to realize an attractive and inspiring common vision of the future. One must have a complete understanding of the existing reality to think strategically and outline a vision. Through this work, he wanted to discover the true inner self. The famous Visionary Swami Vivekananda had two separate visions which were national and global. At the national level, his vision was to uplift the Indian masses materially, with the help of an education that was tempered with the flavour of Indian Spiritual heritage. And his global vision regarding the World Parliament of Religions has been expressed through one his speeches on "Hinduism as the concept of a universal religion. He said, that Hinduism would be a religion which will have no place for either persecution nor intolerance in its polity and will recognize divinity in every man and woman, whose whole scope and force, will be created in aiding humanity to realize its own true, divine nature." [2]

Nelson Mandela is been considered as one of the most famous and encouraging leader. Nelson Rolihlahla Mandela was a South African revolutionary, politician and philanthropist, who spent 16 years of his life in prison. He served as President of South Africa from 1994 to 1999. There are several qualities which made him famous all over the world. The reasons for the same can be evident from one of his quotes: "One of the most difficult things is not to change society, but to change yourself." [3]

Pointing out the qualities which made him a perfect leader are his belief in non-violence, ability to forgive, his positive attitude towards the world, endurance, visionary and sincerity, grit and determination a will of never giving up, his humbleness, faith in oneself and patience. Describing about his qualities his strong will for not seeking revenge and no feelings about the bitterness he had experienced, his selflessness, and his nature of not hiding his faults or blaming for the falls are very remarkable. Nelson Mandela suffered for his dreams, was unsuccessful several times and yet never lost hope. He has motivated and inspired many people throughout his life. He was an aspiring leader everywhere, his accomplishments and the characteristics that helped in moulding one nation and the world makes him a perfect leader and motivator.

Abraham Lincoln had an ability to acknowledge errors, learn from them, and then move. In this way, he established a culture of learning in his administration. When there was success, Lincoln shared the credit with all of those involved. When mistakes were made by members of his Cabinet, he stood up for them and took responsibilities for all the wrongs committed during the war. He was aware of his own weakness that is his tendency to give people too many chances and because he was aware, he was able to compensate for that weakness. He was able to control his emotions. He was known to sit down and write what he referred to as a "hot letter" to the individual he was angry with and then he would set the letter aside and not send it. He knew the value of relaxation and to replenish himself for the challenges of the next day. Lincoln had a wonderful sense of humour and loved talking funny stories. He encouraged a healthy atmosphere of laughter and fun in his administration. During the Civil War, when many soldiers died and there were many ups and downs, Lincoln visited the battlefield and hospitals, which helped in boosting the morale of the soldiers. He also spent time talking with members of the public, taking 'public opinion baths'. When the war was experiencing the worst time in the North members of his political party lost their trust in the war and felt to compromise on slavery. Lincoln held firm on the issue of slavery and gave strength to his cabinet. He stayed adjourned in his stand. His ability to communicate his goals to his countrymen by making his concepts simple and specific with an understanding about the concerns of the citizens is remarkable. When the war ended he did not focus on his achievements but on bringing back the country together. Abraham Lincoln was both a great leader and a motivator.

A flock of geese is a good example of teamwork. To get away from the bitter cold Canadian winter thousands of geese fly from Canada to the southern part of the United States. The moment a flock of geese take flight from Canadian waters they swiftly form a v-shape flying pattern, where one goose flies in the centre as the leader which keeps on rotating and all the other geese following behind in two close lines. The wildlife scientists have done comprehensive studies to figure out why geese always fly in a unique v-formation. The results are interesting: When geese fly together, each goose gives extra lift and tries to reduce resistance of the air for the goose flying behind it. Therefore by flying together in a v-formation, scientists assess that the whole flock can fly about 70% farther with the same amount of energy than by each goose flying alone. They can complete their journey more speedily and with less energy spent when they fly together in the v-formation. Similarly when people work together in harmony as teams, sharing common values and goals, they all can achieve their goals easily and swiftly, because they are motivated by the enthusiasm and energy of the team members.

If a goose comes out of the v-formation it instantly notices that it needs extra force to fly. So, that goose will quickly come back to the v- formation to have the benefit of the lifting power that comes from flying together. Similarly when people try to accomplish their goals individually while working in a team they soon realize that they lose the energy and synergy which comes when they are actively participating in a cohesive team moving towards their destination and then they come back to the group.

Leadership is rotated by geese. The goose flying in front as a leader experiences that it's getting tired as it's the first one to break the flow of the air that goose moves from the front position and comes to the back of the formation. This rotation of position takes place many times in the long journey to warmer climates. Similarly many team members get the opportunity to play the role of the leader because of their experience or expertise while functioning in a team. Therefore every team member in a good team delivers the role of a follower as well as a leader which is must for an organization.

Geese while flying honk at each other. Scientists figure out that by honking geese communicate with each other during their long journey. While working in a team it is also very important for every team member to communicate with each other regularly. Therefore the leader as well as the team members should understand the importance of communication at the work place. Motivation is only possible by a leader when he/she communicates with all the team members.

Geese also teach us to help each other. Scientists have noticed that when one goose falls ill or gets injured and drops out of the v-formation, two other geese will immediately come out of the formation and will live with the injured goose and protect it from the enemies till the time it is able to fly again or dies. In the same way people working in team should work together not only to achieve the organizational goals but also for the well being of each other. The leader must see to it the team members are working in harmony and keeps them motivated.

Geese teach us the importance of achieving goals, importance of survival, team work, sharing, communicating, empathy and motivation and when it comes to leadership they honk from behind to encourage others. The leader should adopt these principles from the geese for the smooth functioning of his team and for motivating them.

II. CONCLUSION

Thus through this paper we conclude that to create a world class organisation its must for the leaders to pave the path for their team members and keep them motivated. The paper discusses the theories and examples in detail for developing a clear understanding of workplace motivation and leadership. It is necessary for the leader to understand the theories, examples and motives of motivation and leadership so that it could be applied for the benefit of the organisation and its people and thereby creating a world class organization.

REFERENCES

- [1] <https://www.pinterest.com/pin/380343131003636590/> Web Access: 22 June, 2017
- [2] <https://rbalu.wordpress.com/category/vivekananda-and-vedanta/page/5/> Web Access: 25 June, 2017
- [3] <http://bustedhalo.com/dailyjolt/one-of-the-most-difficult-things-is-not-to-change- society-but-to-change-yourself-nelson-mandela> Web Access: 29 June, 2017

IOSR Journal Of Humanities And Social Science (IOSR-JHSS) is UGC approved Journal with Sl. No. 5070, Journal no. 49323.

Ms. Lekha Rani Singh. "Workplace Motivation and Leadership: A precondition or an obligation." IOSR Journal Of Humanities And Social Science (IOSR-JHSS) 22.7 (2017): 09-13.