

CHAPTER: 6 (A) Leadership & Motivation ①

Meaning: → Leadership is the process of influencing the behaviour of others towards the accomplishment of goals in a given situation.

According to G.R. Terry: "Leadership is the activity of influencing people to strive willingly for group objectives."

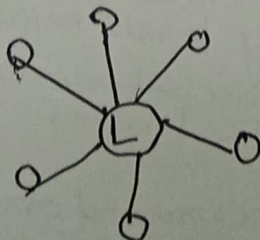
According to the Encyclopedia of Social Science:
"Leadership is the relation between an individual and a group around some common interest and behaving in a manner directed or determined by him."

Nature of Leadership: →

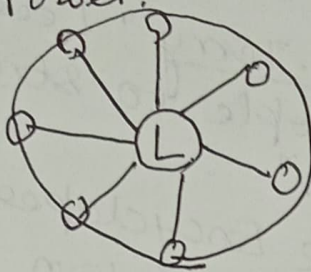
1. A leader must have followers.
2. The purpose of leadership is to achieve some common goal or goals.
3. A leader influence his followers willingly not by force or coercion.
4. Leadership is exercised in a given situation.
5. Leadership is a power relationship in which power and influence are unevenly distributed.
6. Leadership is a dynamic and continuous process of influencing behaviour.

Leadership Styles: →

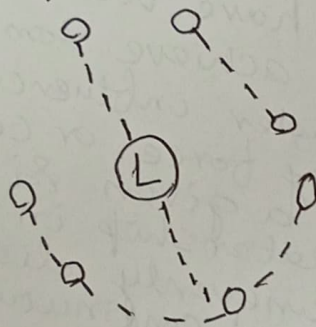
1. Autocratic Leadership: An autocratic leader exercises complete control over the subordinates. He centralises power in himself and takes all decisions without consulting the subordinates.



2. Democratic / Participative Leadership: A democratic leader takes decisions in consultation and participation with the subordinates. He decentralises authority and ~~allow~~ allow the subordinates to share his power.



3. Free rein or Laissez faire Leadership: It involves complete delegation of authority so that subordinates themselves take decisions. The free-rein leader avoids power and relinquishes the leadership position.



Importance / Need of Leadership

- 1 - Guiding People.
- 2 - Developing Teamwork.
- 3 - Maintaining Discipline.
- 4 - Building Morale.
- 5 - Representing the Group.

Difference between Manager and Leaders.

Factors.	Manager.	Leadership.
1. Sources of Power	A manager is appointed and he obtains authority from his position.	A leader is not always appointed and he derives his power from his followers.
2. Relationship	It implies superior-subordinate relationship. It is formal relationship.	It implies leader and followers relationship. It is informal.
3. Sanctions	A manager has command over the allocation and distribution of rewards.	A leader has command over social satisfaction and related task rewards.

Factors.

A. Accountability

Manager.

A manager is accountable for his own behaviour as well as for the job behaviour of his subordinates.

Leader (3)

There is no clear-cut accountability between leader and follower.

5. Functions.

A manager performs all the functions of management, i.e. Planning, organising, directing, staffing and controlling.

A leader only performed the directing function. The main job of a leader is to guide and inspire the efforts of his followers.

6. Focus

It focus on the operating results.

It focus on vision and purpose.

7. Qualities.

A manager must have many of the qualities of a good leader.

Leader need not be managers.

Functions of a Leader: →

- 1- To develop teamwork in organisations.
2. To act as an important change agent in organisations.
3. To balance the use of power.
4. To act as representatives of subordinates.
5. To be a counsellor to employees.
6. To help in achieving organisational effectiveness.
7. To inculcate human values in organisation.

Qualities of a Leader:

- 1- Good Personality,
- 2- Intellectual ability,
- 3- Initiative.
- 4- Imagination,
- 5- Maturity,
5. Desire to accept responsibility.
6. Flexibility and Adaptability,
7. Objectivity and fairness,
8. Considerate.

There are four qualities of a Successful Leader:

1. Physical Qualities: sound health, vitality, enthusiasm, forcefulness.
2. Intellectual Qualities: → High intelligence, sound judgement, ability to teach, self understanding, decisiveness.

3. Moral Qualities: → Integrity, moral courage, will Power, objectivity. ④

4. Social Qualities: → Ability to inspire, persuasiveness, self confidence, initiative, human relation attitude.

Chapter-6 (B)

MOTIVATION: It is derived from Latin word *movere*, ^{motive (need)} has been derived from the word *motive*. Motive is anything that initiates or sustains activity. It is a inner state that energises, activates or moves and that directs or channels behaviour towards goals.

Def: According to Likert "A motives is a inner state that energises, activates or moves (hence motivation) and that directs behaviour towards, goals."

Motivation may be defined as the work a manager performs in order to induce subordinates to act in the desired manner by satisfying their needs and desires.

Characteristics:

1. Motivation is a personal and internal feeling.
2. Motivation produces goal directed behaviour.
3. It is a continuous process.
4. It is complex.
5. It can be either positive or negative.
6. Motivation is different from job satisfaction.

Importance of Motivation:

1. Higher efficiency.
2. Optimum utilisation of resources.
3. Reduction in Labour Turnover.
4. Better industrial relations.
5. Easier selection.
6. Facilitates change.

Factors Affecting Motivation: →

(5)

- 1) Achievement
- 2) Personal growth
- 3) Responsibility.
- 4) Career Advancement
- 5) Job interest
- 6) Recognition.
- 7) Work environment.
- 8) Create and challenging work.
- 9) Development of employees.
- 10) opportunity for growth and development.

Methods of Improving Motivation: →

1. Financial Motivation:
(a) wages, (b) salary, (c) bonus, (d) Profit sharing (e) retirement pay, (f) vacation pay.
2. Non-Financial Motivation:
(a) Recognition, (b) participation, (c) status, (d) competition.
(e) Job enrichment - challenging by increasing responsibility.
(f) Job enlargement: task assigned to do job are increased by adding similar task.
~~(g) Job enrichment: challenging by increasing responsibility.~~
(h) Quality of work life.
(i) Job Rotation. (j) Behaviour modification.

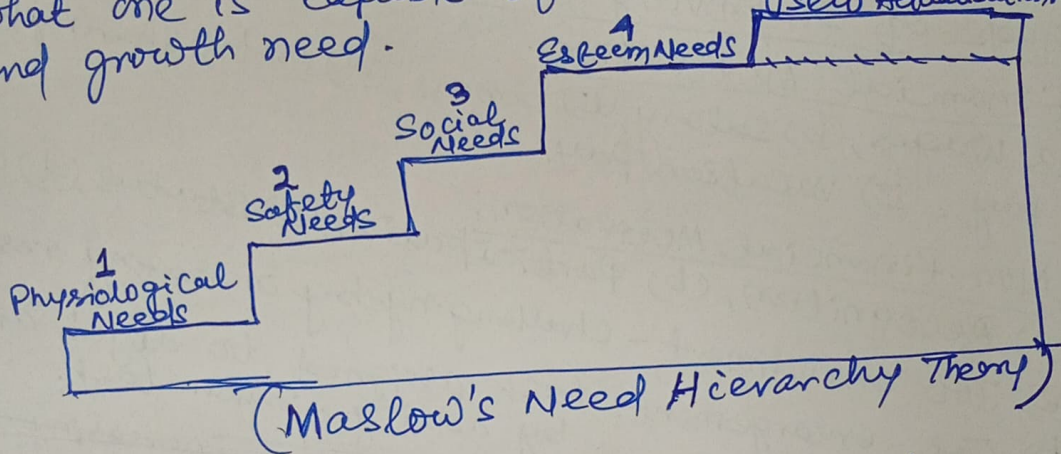
Theories of Motivation: (Maslow Theory)

1. Physiological needs: These are biological needs required to preserve human life. Therefore, these needs are also known as survival needs. They include needs for food, drink, clothing, sleep, etc. Physiological needs must be satisfied repeatedly but they are essentially finite.
2. Safety Needs: → These needs are concerned with protection from danger, deprivation and threat. Organisations can influence these needs through pension schemes, insurance plans, fear of dismissal etc.

3. Social Needs: → Man is a social animals as he seek affiliation with others. Social needs refer to need for belonging, need for acceptance, need for love and affection.

4. Esteem Needs: → Esteem needs are of two types: self esteem and esteem of others. self esteem needs include self respect, self confidence, competence, achievement. Esteem of others includes reputation, status, recognition.

5. Self actualisation Needs: → These are the needs for realizing one's full potential, for continued self development, for being creative. It is the desire of becoming what one is capable of becoming. It is an infinite and growth need.



COMMUNICATION:

The term 'communication' is derived from the Latin word 'communis' which means common. Communication may be defined as an exchange of facts, ideas, opinions or emotions to create mutual understanding. Communication is generally understood as spoken or written words.

Process of communication:

- 1- Sender, 2- Message, 3- Encoding, 4- Channel,
- 5- Receiver, 6- Decoding, 7- Feedback.

Importance of communication:

- 1- Planning and Decision making, 2- Implementation of Plans,
- 3- Motivation and morale, 4- Human Relations, 5- Training and development, 6- ~~Coordination~~ Coordination, 7- Public Relations.

TYPES OF COMMUNICATION:

- 1- Oral Communication: → oral or verbal communication involves exchange of messages through spoken words. It may take place through face-to-face contacts or through telephone or intercom system.
- 2- Written Communication: → It involves transmission of messages in the form of letters, circulars, reports, memos, manuals, etc.
- 3- Gestural (Implied) Communication: → Communication through gestures or posture is known as gestural communication. Gestural communication is very useful in conveying feelings, emotions and attitudes.

Channels of Communication:

- (1) Formal Communication: → It follows the routes formally laid down in the organisation structure of the enterprise. These are deliberately created to regulate the flow of communication.
 - (a) Downward communication: → It refers to the flow of information from superior (high level) to a subordinate (lower level).
 - (b) upward communication: → It refers to the flow of communication from lower level (subordinate) to higher levels (superiors) of authority.
 - (c) Horizontal communication: → It implies the flow of information, ideas and opinions among positions at the same level of authority.
 - (d) Diagonal communication: → It means communication between people who are neither in the same department nor on the same level of organisation structure.
- 2- Informal Communication: → (Grapevine) It is also known as the grapevine. It takes place in informal and interpersonal contacts among employees.

Barriers to Communication:-

(8)

1- Organisational Barrier.

2- Status Barriers: Persons of lower status do not feel free to talk to superiors.

3- Semantic Barrier: → words and symbols used to communicate facts and feelings may mean different things to different persons.

4- Inattention Barrier: → when the receiver does not pay complete attention to the message, communication becomes ineffective.

5- Perceptual Barrier: → Every individual has specific areas of interest.

6- Information overload: → Managers are flooded with information from various sources.

7- Premature Evaluation: → communication is hampered when receiver evaluates the message before getting the complete information.

8- Channel Distortions: → Physical or mechanical barriers may also cause distortion of communication.