

A PROJECT REPORT ON

**MOTIVATION**

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## CERTIFICATE

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Principal HOD Project Guide

**PREFACE**

This report is the introduction to Motivation. Motivation is all about what moves or propels us into action. This force could arise from within and so pushes us or come from outside and so pulls us. Given enough motivation, or given enough push, pull, or a combination of the two as is often the case, we get something done.

One way to focus our energies is to set goals that we strive to obtain. Our goals or objectives in life can be arranged hierarchically, with some goals being higher and more important than others, meaning we work on attaining them first, or some goals being more difficult than others to achieve. It’s the really hard things in life that present us with a greater chance for failure but also pride if we finish them. Success in obtaining the goal may be linked to how specific it is such that the more specific, the better our planning can be. Also important are subgoals which can help take complex tasks and break them down into more manageable objectives to achieve. We might even employ incentives to reinforce the motivated behaviour. Still, we achieve some goals and fail at others no matter how good our planning.

We learned about the structure and strategies of motivation.

## ACKNOWLEDGEMENT

A project is something that could not have been materialized without cooperation of many people. This project shall be incomplete if I do not convey my heartfelt gratitude to those people from whom I have got considerable support and encouragement.

We would like to express our thanks to Dr. Neha Sharma for guiding us throughout this project work. And we also would like to thank her for motivating us in different ways. She has been a great helping hand in the completion of this project.

We feel there is ample scope of improvement in the work of this nature and shall be thankful if any suggestion is offered in its improvement. We are also thankful to all the people who have directly or indirectly contributed in the completion of this project.

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**CHAPTER 1 INTRODUCTION**

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### Definition of Motivation

Several authors have defined motivation in different ways. According to Robert Dublin, “Motivation is the complex set of forces starting and keeping a person at work in an organization.” According to Stanley Vance, “Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to march in a goal-directed pattern, towards restoring a state of equilibrium by satisfying the need.”

#### What is Motivation?

The biggest challenge faced by the organisations is to get the work done by their employees. This entirely depends on the motivation levels of the employees. Their motivation is a result of their needs and organisational expectations. If the employees are adequately motivated, the organisation will be able to meet its objectives.

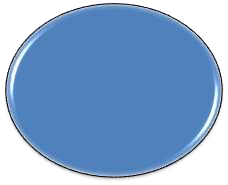
The term ‘motivation’ is derived from a latin word movere which means to move. A motive is an inner state that encourages, activates or moves and that directs

behaviour towards goals. Thus, motivation is psychological force within an individual that sets him in motion for the achievement of certain goals or satisfaction of certain needs.

Motives are somewhere a reflection of human needs. E.g. A factory worker knows if he will complete his work on time, he will be rewarded with a bonus or some kind of financial incentive which can be spent. Thus, here we can understand that needs are physiological and psychological drives. On the other hand, drives for which an individual has money and wants to spend become wants. The factors which are utilised for satisfying or motivating people are called incentives.

#### Characteristics of Motivation

Motivation On the basis of the definitions of motivation discussed above, following characteristics of motivation can be inferred in the following figure:



**Psychological**

**Process**

**Positive**

**or Negative**

**Continuous**

**Process**

**Characteristics**

**of Motivation**

**Influences**

**behavior**

**Complex and**

**Unpredictable**

**Pervasive**

**Function**

Source: <http://cbseacademic.nic.in/>

1. **Psychological process:** Motivation is a psychological process. It is the process to achieve a desired result by stimulating and influencing the behaviour of subordinates. A manager should carefully make an attempt to understand the

needs, motives and desires of every employee in the organization. The reason for this is that each person is different and a same kind of motivational technique does not apply to all kinds of individuals.

1. **Continuous process:** Motivation is a continuous process. When one need is satisfies, another need emerges. Therefore, motivation is an incessant process until the completion of objectives. Therefore, it is the responsibility of the management to develop innovative techniques, systems and methods to satisfy the changing needs of workers.
2. **Complex and unpredictable:** Motivation is a complex and unpredictable task.

Human wants are not definite and they change according to consequences. A worker may be satisfied in present situation but due to his changed needs he may not be satisfied in future. Similarly, even two persons may not be motivated with similar behaviour and facilities. Therefore, a manager must be more conscious to motivate subordinates and to achieve objectives.

1. **Pervasive function:** Motivation is the pervasive function of all levels of management. Every manager from top to the lowest level in the management hierarchy is responsible for motivation. A manager is largely responsible for motivating his subordinates and secondly other subordinates in management hierarchy.
2. **Influences the behaviour:** The most important objective of motivation is to influence the employees’ behaviour and thus bringing about the behavioural changes. The managers influence the behaviour of workers and encourage them to concentrate more on their goals.
3. **Positive or negative:** Motivation may be positive or negative.

A positive motivation promises incentives and rewards to workers. Incentives are both financial and nonfinancial. Negative motivation is based on punishment for poor performance like reducing wages, demotion, job termination etc. On the basis of requirements, manager can use both positive and negative motivation for better performance.

Definition of Leadership

Leadership is the ability of an individual or group to influence and guide followers

or other members of an organization.

Leadership involves making sound -- and sometimes difficult -- decisions,

creating and articulating a clear vision, establishing achievable goals and

providing followers with the knowledge and tools necessary to achieve those

goals.

Leaders are found and required in most aspects of society, from business to

politics to the region to community-based organizations.

An effective leader possesses the following characteristics: self-confidence, strong

communication and management skills, creative and  “ Innovative ”  thinking,

perseverance in the face of failure, willingness to take “ Risks ” openness to

change, and levelheadedness and reactiveness in times of “Criss ”.

**Example**

*“* I was working on a project with a team of people, and noticed

that one team member was starting to get overwhelmed.

I could tell she was about to give up, so I encouraged her to

keep going

I told her that she was doing a great job and that I knew she

could finish the project. As a result of my encouragement, she

was able to keep going and we were able to successfully .”

**What is leadership**

The action of leading a group of people or an organization.

That’s how In simple words, leadership is about taking risks and challenging the

status quotes.

Leaders motivate others to achieve something new and better. Interestingly,

leaders do what they do to pursue innovation, not as an obligation. They measure

success by looking at the team’s achievements and learning.

In contrast, management is about delegating responsibilities and getting people to follow the rules to reduce risk and deliver predictable outcomes. A manager is responsible for completing four critical functions: planning, organizing, leading and controlling.

Unlike leaders, managers do not challenge the status quo. Instead, they strive to maintain it. They evaluate success by seeing if the team has achieved what was expected.

**For Example**

“My boss asked me to take on additional responsibility for leading client calls during our busy season. I made sure to prepare for each call by doing my research,and I was always calm and professional when speaking with clients. I made sure all clients had a chance to talk and no one spoke over anyone else. As a result of my efforts, our team was able to complete the project on time and under budget successfully Completes project

Successfully .”

## Characteristics of Leadership :

Motivation On the basis of the definitions of motivation discussed above,

following characteristics of motivation

1. **Supportive:** For change to be effective Organization needs a management team that is supportive and directive. Effective leadership in the change management process is important because of all the factors involved in organizational change. According to McShane and Forbe (2004), a leader must be able to “influence,”

Motivate and enable others to contribute toward the effectiveness and success of the organization. “As situations shift, leaders must be able to adapt and motivate employees to reduce fear, uncertainty and loss of employees morale.

1. **Inspirational:** Inspirational leaders not only drive their team toward exceeding their goals but motivate each team member toward their own personal best. They often accomplish this by modeling the skills, traits and attitudes that they would like their employees to demonstrate. Here are some of the traits of an inspirational leader:

**(a) Integrity:** Integrity shows others that they can rely on your judgment and trust.

**y**ou with sensitive issues. Displaying integrity can create a trusting

environment that

**(b) Growth mindset:** Leaders who inspire others consistently create opportunities for growth Inspirational leaders demonstrate a growth mindset and encourage those around them to do so as well.

**(C) curious:**  Inspirational leaders pursue learning and ask questions regularly.

Curiosity can Inspire others to seek out opportunities for growth as well.

1. **Honest:** may be seen as transparency and openness- your

willingness to communicate what you’re thinking or

willingness to communicate what you’re thinking or feeling Honesty may be seen as a willingness to listen and discuss issues before the data is completely thought through, when available alternatives are not fully crystallized, and when decisions are not yet final. It may also be seen as keeping your word, following through on promises, and delivering on time.

1. **HIGHLY COMMITTED:** Leadership commitment is the desire to become better connected, more committed, and more capable today than you were yesterday. It is the willingness to learn continuously, and perhaps more importantly, to accept being taught.All great leaders possess this attribute.
2. **Passionate:** Leadership commitment is the desire to become better connected, more committed, and more capable today than you were yesterday. It is the willingness to learn continuously, and perhaps more importantly, to accept being taught.All great leaders possess this attribute.

1. **Reflective / deceive:** Reflective leadership involves self-awareness,

careful observation, and flexible responses. When a leader takes time to engage in these tenets, she is able to take her leadership to the next level and create a relationship-based organization.

1. **Creative:** Creativity in leadership is the ability to innovate actionable ideas and inspire others in the workplace to solve problems individually and as a team. Leaders can use creative approaches to generate new business plans, restructure a work environment or make valuable professional connections with other people in their industry.
2. **Problem solver:** **Big picture thinking**— Great, problem-solving leaders have a clear vision of the big goals. Not only that, but they clearly and engagingly articulate that picture, constantly, to the team under them. When leaders keep reminding their team members of the big picture, problem-solving becomes clearer Even better, when we have a number of possible solutions — none of them obviously the “right one” and most of them not a terrible idea — we go with the one that is most aligned with getting us to the bigger goals and most aligned with our bigger values as an organization. That one may not be the simplest, most obvious solution you come to if you don’t constantly keep your eye on the end game.

# CHAPTER 2

**OBJECTIVES AND IMPORTANCE OF MOTIVATION**

**AND LEADERSHIP**

## CHAPTER 2

**OBJECTIVES AND IMPORTANCE OF MOTIVATION**

**AND LEADERSHIP**

### Objectives of Motivation

The objectives of motivation may be described as under:

1. To motivate the employees to do more work.
2. To satisfy the economic, social and psychological needs of the employees.
3. To develop human relations in the enterprise.
4. To increase the morale of employees.
5. To increase the efficiency of employees.
6. To get the cooperation of the employee.
7. To establish sweet relations between labor and capital.
8. To get the maximum exploitation of human resources.
9. To achieve the objectives of enterprise.

### 

### Objectives of Leadership

## 

1. **Proper Organisation of Employees::** The major objective of leadership is to bring a diverse group of people together towards a common goal – at least for the period that they are at work. This involves communicating in clear terms that the larger agenda of the organization is more important than focusing on the individual goals.
2. **Working towards a common goal** : As a good leader, you should be capable of presenting these goals in a way that can both be acted upon and achievable. Creating realistic and quantifiable goals for achieving the results will make the employees have a sense of accomplishment.
3. **Strategize**: Visualizing and creating a workable strategy for the achievement of the goals. The strategy should be such that it is realistic and achievable.
4. **Innovation** : Being innovative is the key to perfect functionality of a leadership position. Innovation literally catapults your growth way forward as compared to your competitors. However, it needs a leader to continuously focus on innovation
5. **Communication:** Selling and idea or share knowledge.
6. **Adaptability**: While leaders must be disciplined enough to stay with their convictions and choices during challenging times, they must also be adaptable
7. **Change Resistance:** Leadership can face challenges in the form of resistance to changes This is exactly what can bring up the most common causes of failure. The objective of true leadership would be to strategize & work on these specific causes of failure.

### Importance of Motivation

Motivating the subordinates is the fundamental duty of the manager as it ultimately helps in fulfilling the goals of the organization.

* + **Cooperation and Goals:** Motivated employees cooperate willingly with the management and thus contribute maximum towards the goals of the company.
  + **Productivity:** Motivated employees attempt to enhance their knowledge and skills. This enables an an increase in productivity.
  + **High Efficiency:** It has been observed that when motivated employees work sincerely towards their given tasks; they develop a sense of belongingness which results in conserving the organizational resources. This results in an improvement in efficiency.
  + **Job Satisfaction:** Higher motivation paves the way for higher job satisfaction of the employees. A motivated employee yearning for opportunities for satisfying needs becomes loyal and committed to his work and eventually the organization.
  + **Better Relations:** The number of complaints and grievances reduces when the employees are motivated.
  + **Good Image:** If the organizational employees are motivated and satisfied with the work environment, the company's image as a good employer boosts the industry.

### Importance of Leadership

The objectives of Leadership may be described as under:

1. **Strategy**: Development and execution of strategy.
2. **Innovation**: Improving something by an order of magnitude.
3. **Knowledge**: Developing valuable and unique knowledge.
4. **Productivity and Efficiency:** Improving the output you get for inputs such as an hour worked or a kilowatt hour of electricity.
5. **Capabilities**: Developing new business capabilities.

# CHAPTER 3 TYPES OF MOTIVTION

## CHAPTER 3 TYPES OF MOTIVATION

**Types of Motivation**

The three main types of motivation are frequently described as being either extrinsic or intrinsic.

1. **Extrinsic Motivation**

Extrinsic motivation refers to behaviour behaviorriven by external rewards. These rewards can be tangible, such as money or grades, or intangible, such as praise or fame. Unlike [intrinsic motivation](https://www.verywellmind.com/what-is-intrinsic-motivation-2795385), which arises from within the individual, extrinsic motivation is focused purely on outside rewards.

People who are extrinsically motivated will continue to perform a task even though it might not be in and of itself rewarding. For example, they will do something at their job that they don't find enjoyable in order ttoge.

Extrinsic motivation is involved in [operant conditioning](https://www.verywellmind.com/operant-conditioning-a2-2794863), which is when someone or something is conditioned to behave a certain way due to a reward or consequence.

#### Examples of Extrinsic Motivation

* + Competing for a trophy or prize, such as in a sporting event
  + Doing school work to earn a good grade
  + Working hard at a task or project to receive praise and recognition
  + Shopping with a store loyalty card to gain points, discounts, and prizes
  + Doing homework the o earn a reward such as a special treat or toy
  + Performing tasks at work that you dislike in order ttoing a steady pay check
  + Using a particular credit card in order ttoirline miles

#### Intrinsic Motivation

In psychology, intrinsic motivation distinguishes between internal and external rewards. In "Introduction to Psychology: Gateways to Mind and Behaviour with Concept Maps," the authors offer a definition: "Intrinsic motivation occurs when we act without any obvious external rewards. We simply enjoy an activity or see it as an opportunity to explore, learn, and actualize our potentialspotentialer for a moment your motivation for reading this article. If you are reading it because you have an interest in psychology and simply want to know more about the topic of motivation, then you are acting based upon intrion motivation.

But you might be reading this because you have to learn the information for a class and want to avoid getting a bad grade. en you are acting based upon [extrinsic motivation](https://www.verywellmind.com/what-is-extrinsic-motivation-2795164).

#### Examples of Intrinsic Motivation

* + Participating in a sport because it’s fun and you enjoy it rather than doing it to win an award.
  + Learning a new language because you like experiencing new things, not because your job requires it.
  + Spending time with someone because you enjoy their company and not because they can further your social standing.
  + Playing cards because you enjoy the challenge instead of playing to win money.

#### Family Motivation

Research suggests that there is a third type of motivation: family motivation.

An example of this type is going to work when you are not motivated to do so internally (no intrinsic motivation), but because it is a means to support your family financially.

**Type of Leadership**

The three main types of LeaderShip are frequently described as being either extrinsic or intrinsic.

1. **Autocratic Leadership** : An autocratic or authoritarian leader imposes polices and Procedures, sets expectations and define outcomes.This is basically a boss that has full control of their team and makes all of the decisions with little input from anyone else.

Advantages and disadvantages: on the faces of it, this leadership style can sound a little tyrannical, but there are some advantages of being an autocratic leader. Autocratic leaders are also great at making their expectations clear and directions easy to follow.

However, as expected, this leadership style can result in employees feeling unmotivated and disengaged, which can ultimately result in increased turnover.

Example of an autocratic leader

Martha stewart has her autocratic leadership style to thank for her self-made empire. She has been described as a meticulous bosss that’s very demandnding of her employees.

And that’s because Stewart has a very clear vision to share with her staff and her customers. It’s this sam ateention-to-detail that’s boosted her to be a household name, with almost every home in America using her merchandise at one point or another.

2 **. Participative Leadership:** Also known as democratic leadership, participative leadership allows everyone n the team to get involved and work together to make important decisions. While everyone’s input inisncouraged, it’s the leader who will have the final say in the decision-making process

**Advantages and disadvantages :** participative leadership is a great way to increase employee engagement and satisfaction. If everyone is motivated to contributed and feels included, then they’re also likely to feel more aligned with the company. However, we all know the saying about too many cooks. Disagreements between team members can result in the decision-making process being time consuming and unproductive.

**Example of a participative leader**

Southwest Airlines has had many different leaders over the years and all of them seemed to embody the participative leadership style. It’s likely that this is the trait that has taken the business from a small Texas airline to a major Us carrier.

Ex-CEO, James Parker referred to participative leadership in his book, Do the Right Thing:

*“I’ve always tried to expect the best of people and to trust them – and I have almost never been disappointed … Part of trusting people is empowering them to make decisions.”*

3 Delegative leadership: Also known as “Laissez-fair leadership”, delegative leadership is a hands-off approach that allows team members to use their own initiative to make decisions.

There are similarities to Participative leadership here, in that employees are valued for their opinions and decisions are made somewhat collectively.

**Advantages and disadvantages:** Delegative leadership allows competent employees to shine and be rewarded for their innovation. This can result in a positive atmosphere that’s incredibly fulfilling to employees and makes them feel valued. However, like participative leadership, delegations leadership has also been associated with low levels of productivity. The more people are involved in making decisions, the longer the decision-making process is going to be.

**Example of a delegation leader**: The American investor Warren Buffet has been the CEO of the holding company Berkshire Hathaway since 1970. He’s noted as a delegation ne leader because of his method of empowering his employees to make their own decisions and solver their own problems.

# CHAPTER 4 THEORIES OF MOTIVATION And Leadership

### CHAPTER 4 THEORIES OF MOTIVATION

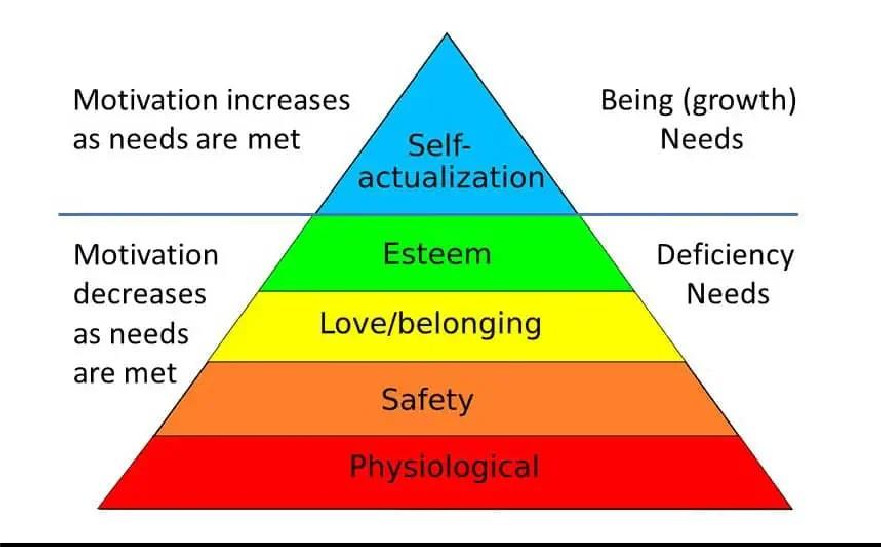
Various theories of motivation have been classified on diverse bases in research.

#### Content Theories

Content theories emphasise on the idea that motivation depends upon the individual needs. Need could be defined as a state in person’s life that triggers action and activates behaviour. Content theorists have gathered that there is a variation in the individual needs and hence the motivation levels. These theories are also referred as needs theories, because they are generally related with a view that focuses on the significance of determining 'what' motivates us. They try to recognize what our 'needs' are and thus relate motivation to the fulfilling of these needs. The important content theories are discussed as follows:

#### Maslow’s Hierarchy of Needs

Need hierarchy model developed by Abraham Maslow is one of the earliest works in the area of motivation. This theory has classified the human needs into five categories. According to him, once a lower-level need of an individual is met, he moves towards the next level needs.



Hierarchy of Needs given by Maslow

Source: <https://www.simplypsychology.org/maslow.html>

#### Self-Actualisation Needs

It is the pursuit of reaching one's full potential as a person. These needs are not necessarily fully satisfied owing to the exploration of new opportunities by an individual. This depends upon the individual to individual. The management should help in meeting these needs by providing the employees with a challenging task and inviting them for decision making

#### Esteem Needs

These needs include two aspects- self-esteem or self-respect through personal achievement and social esteem through respect and appreciation from others. Managers should motivate their subordinates by giving those awards and appreciation certificates for their achievements.

#### Social or Belongingness Needs

These needs include the needs for love, affection and interaction with people. These needs are also called affiliation needs. Social needs are essential to humans so that they do not feel isolated and depressed. Social needs are met through friendships, family and intimacy. A manager can work upon satisfying the social needs by ensuring that employees are provided with cooperative teamwork, kind supervision and sufficient work-life balance.

#### Safety needs

After meeting physical needs, an individual is concerned about the safety needs which include staying in a safe and secure environment. At a work place, the managers ensure meeting of the safety needs by providing job security, medical insurance and safe gadgets and machines for working.

#### Physical or Physiological Needs

These needs include the basis needs of an individual which include food, air, water and shelter. They are lower-order needs and they need to be met first in order to move an individual for higher level needs.

#### Herzberg Two-Factor theory

Frederick Herzberg developed motivation-hygiene theory on the basis of studies to understand the factors affecting satisfaction or dissatisfaction in a work environment. These factors have been classified as motivators and hygiene factors respectively.

#### Hygiene Factors

These are the basic factors in a job and also known as extrinsic factors. Although, they may not provide positive satisfaction but absence of these factors leads to dissatisfaction. Examples of hygiene factors include status, job security, salary and fringe benefits.

#### Motivators

These factors are internal to the jobs that provide satisfaction. These are called

intrinsic factors. Absence of these factors may not to yield to dissatisfaction but their presence in a job gives a sense of satisfaction. Examples of motivators are job challenge, advancement, autonomy, responsibility, etc.

#### McClelland’s Achievement Model

David McClelland advocated a model of motivation classifying the needs classifying as achievement, affiliation and power. He proposed that an individual’s behaviour at any time is guided by multiple motives. But in most situations, one or two motives are dominant and thus motivation varies with variation of needs.

#### Need for Achievement

People with a high need for achievement seek to excel and thus tend to prefer moderate risks. They choose those tasks whereby they can take personal responsibility for finding solutions to the problems. Achievers require regular feedback in order to check the progress of their achievements. The management should give high achievers challenging projects with attainable goals.

#### Need for Affiliation

Those with a high need for affiliation look out for pleasant relationships with other people and need to feel accepted by other people. Such people are desirous of companionship and helping each other. High affiliation individuals prefer work

that provides them with significant personal interaction. They tend to conform to the norms of their work group. The managers should create an atmosphere of supportive interpersonal relations for the individuals seeking for affiliation and thus such kind of group formation leads to achievement of goals.

#### Need for Power

The need for power is stated by the desire to influence others. People seeking a need for power tend to be outspoken and forceful. They are willing to engage in confrontation. Need for power could be one of two types - personal and institutional. Those who need personal power want to direct others and this need is often considered as undesirable. Persons who need institutional power want to manage the efforts of others to promote the goals of the organization. It has been seen that managers with a high need for institutional power tend to be more effective than those with a high need for personal power.

#### Alderfer's ERG Theory

Alderfer developed a model of motivation aligning with Maslow’s motivation theory by reducing the five needs suggested by Maslow to three needs. These needs are Existence, Relatedness and Growth. According to Alderfer, there is no

hierarchy of needs and any desire to fulfil a need can be activated at any point in time. This results in the lower-level needs not requiring to be satisfied in order to satisfy a higher-level need.

* **Existence:** It refers to our concern with basic material existence motivators.
* **Relatedness:** It refers to the motivation we have for maintaining interpersonal relationships.
* **Growth:** It refers to an intrinsic desire for personal development.

Theories of Leadership

#### 1. Great Man Theory

According to the Great Man Theory (which should perhaps be called the Great Person Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and Social skills

The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as valiant, mythic, and ordained to rise to leadership when the situation arises. The term “Great Man” was adopted at the time because leadership was reserved for males, particularly in military leadership.

#### 2. Trait Theory

The Trait Theory is very similar to the Great Man Theory. It is founded on the characteristics of different leaders – both successful and unsuccessful ones. The theory is used to predict effective leadership. Usually, the identified characteristics are compared to those of potential leaders to determine their likelihood of leading effectively.

Scholars researching the trait theory try to identify leadership characteristics from different perspectives. They focus on physiological attributes such as appearance, weight, and height; demographics such as age, education, and familial background; and intelligence, which encompasses decisiveness, judgment, and knowledge.

#### 3. Contingency Theory

The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style is applicable to all situations.

Renowned leadership researchers [Hodgson and White](https://trove.nla.gov.au/work/7585108) believe that the best form of leadership is one that finds the perfect balance between behaviors, needs, and context. Good leaders not only possess the right qualities but they’re also able to evaluate the needs of their followers and the situation at hand. In summary, the contingency theory suggests that great leadership is a combination of many key variables.

#### 4. Situational Theory

The Situational Theory is similar to the Contingency Theory as it also proposes that no one leadership style supersedes others. As its name suggests, the theory implies that leadership depends on the situation at hand. Put simply, leaders should always correspond their leadership to the respective situation by assessing certain variables such as the type of task, nature of followers, and more.

As proposed by US professor Paul Hersey and leadership guru Ken Blanchard, the situational theory blends two key elements: the leadership style and the followers’ maturity levels. Hersey and Blanchard classified maturity into four different degrees:

* **M1** – Team members do not possess the motivation or tactical skills to complete necessary jobs.
* **M2** – Team members are willing and ambitious to achieve something, but they lack the necessary ability.
* **M3** – Team members possess the skills and capacity to accomplish tasks, but they’re not willing to take accountability.
* **M4** – Team members possess all the right talents and are motivated to complete projects.

According to situational theory, a leader exercises a particular form of leadership based on the maturity level of his or her team.

#### 5. Behavioral Theory

In Behavioral Theory, the focus is on the specific behaviors and actions of leaders rather than their traits or characteristics. The theory suggests that effective leadership is the result of many learned skills.

Individuals need three primary skills to lead their followers – technical, human, and conceptual skills. Technical skills refer to a leader’s knowledge of the process or technique; human skills means that one is able to interact with other individuals; while conceptual skills enable the leader to come up with ideas for running the organization or society smoothly.

# CHAPTER 5 IMPACT OF MOTIVATION

### CHAPTER 5

**IMPACT OF MOTIVATION ON EMPLOYEE**

Motivated employees are inclined to be more productive than non-motivated employees. If employee is satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good, on the other hand motivated employee will motivate other employees in office.

Leaders motivate and enable employees as a part of their endeavors to secure the effectiveness and success of the organization.

• Motivation translates an employee’s knowledge, skills, and abilities into performance by determining the direction, intensity, and duration of work-related behaviors .

• The theories of goal-setting , expectancy, job characteristics, and self- deter-mination have emerged from a broad range of theories as four major perspec-tives on motivation, providing a comprehensive set of motivating factors.

• Self-determination theory suggests that

(a) Leaders should target intrinsic motivation that is driven by an interest or enjoyment in the task itself, and that is strongly related to job satis-faction , ownership of one’s job, and job-related well-being.

(b) The way motivators are introduced and communicated in leader–employee conversations is critical to their effectiveness .

• Rather than trying to directly motivate, leaders might beneﬁ t from enabling their employees’ motivation through structured questioning using insights from motivational interviewing.

• In that approach, leaders and employees cocreate a motivating work context. Leaders beneﬁ t from sharing their task of motivating with employees; employees beneﬁ t from the autonomy and connectedness that comes with such co-creation.

It is about aligning the organisational objectives with the employee agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

### IMPACT OF MOTIVATION ON STUDENTS

Motivation is the state that can maintain students’ attention and behaviour as well as provides with more energy to needed to lead tasks to completion. Thus, it can help sustain activities over a period of time. In education, motivation can have a variety of effects on students’ behaviour, preferences, and results. For instance, motivation can:

* + help us direct our attention toward tasks that need to be done,
  + allow us to do these tasks in shorter periods of time as well as maintain attention during a longer time,
  + minimize distractions and resist them better,
  + affect how much information we retain and store,
  + influence the perception of how easy or difficult tasks can appear.

**IMPACT OF LEADERSHIP ON EMPLOYEE**

Many organizations are known to use this leadership style to stimulate productivity in employee by offering the subordinates incentives that are of high value to them when they complete tasks and follow orders. Transactional 1620 leadership also gives subordinates a clear understanding of how the chain of command looks like and know what is required of them at various times. The short tenure nature of the goals and objectives set under transactional leadership style serves as a motivating factor for employees because they are easy to achieve and less discouraging.

According to Bass (1985) and House (1996), a transactional leadership approach is not satisfactorily appropriate for long-term development (due to it being short termed), which usually involves significant individual and organizational change. Even as many leaders make use of transactional leadership style, they regularly fail to apply this behavior because of lack of time, scarce opportunity to scrutinize, deficient appraisal systems, doubts about positive reinforcement effectiveness, and lack of skills. The negative aspect of leadership behaviors are associated with transactional leadership

Transactional leadership style is known to fail to take into account individual differences and rather assumes a simplistic view of motivation and assumes everyone is rational. The unwillingness of leaders to even contemplate, or

Discuss the ideas of the subordinate would restrict the leader’s creativity and his ability to adjust when plans don’t go as planned.

This style is deficient when higher thinking skills is required, Transactional limits creativity and goals as it bring out the best in people and cannot be defined only with defined set of process. This leadership theory is also criticized for its inability to provide higher levels of motivation, since it motivates people only at the base level.

Team members may not derive job satisfaction from the reward and punishment system because it does not appeal to them; some people are not motivated by only money, but by other things such as recognition or praise. This theory can also prove to be an inspiration to destructive competition which in the long run can harm an organization from the inside

# CHAPTER 6 CONCLUSION

### CHAPTER 6 CONCLUSION

Motivation is the set of processes that arouse, direct and maintain human behaviour toward attaining some goal. Motivated employees contribute to organizational results by producing more in quantity and quality. In turn, employees get more remuneration in return of their higher contribution to organizational performance. Motivation is the cause and manner of the organization to force people to do certain behaviors. Stimulus needs may be considered as attempts to deal of competence are getting involved. Rather, a combination that made certain aspects of behavior is describing. Motivation is not the behavior, one thing or a specific event it can be directly observed. Two aspects of behavior are described with the concept of motivation include: Explained that the target behavior or behavior that is learned behavior in which fitness and energy is spent. In other words, when we can get that behavior is motivated When behavior is motivated to pursue a certain goal or when the incidence or severity and the surface energy is different from the previous situation, Thus, the term motivation refers to two different problems. What is activate people? And the other thing, what similar activities on other activities will dominate

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