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|  | **GST 224**  **LEADERSHIP SKILLS** |
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**LESSON 8**

**Motivation**

Motivation is the hidden force within us which compels us to behave in a particular way. It could be instructive or based on rational decision. Motivation gives followers the willingness to follow a leader in order to ensure the achievement of collective goals of the society. Leaders should harness or exploit some motivational strategies to enhance followership participation in leadership role or task.

**Types of motivation**

There are two types of motivation - intrinsic and extrinsic.

1. Intrinsic motivation: This refers to content or inside factors in the individuals or followers which enhances their interest in the task. Thus, intrinsic motivations are inherent in either the task itself or the followers themselves.

2. Extrinsic motivation: This refers to external factors or agents forced on the individuals by circumstances or conditions. Extrinsic motivation takes the form of *rewards* or *punishments* of one type or the other. Thus, extrinsic motivations are context factors imposed on the task or followers by leaders or other eternal agents.

**Maslow’s Hierarchy of Needs**

Maslow’s (1954) hierarchy of needs is an example of motivation involving need fulfilment. These needs are summarized as follows:

1. Physiological needs: hunger, thirst, sleep, e.t.c

2. Safety needs: survival, property

3. Belonging/love needs: family, relationship, friendship, e.t.c

4. Esteem need: self-worth, recognition, success and achievement

5. Self-actualization: self-fulfillment.

The point here is that leadership must motivate followers both intrinsically and extrinsically in order to achieve the goals of the organization or society.

**Frederick Herzberg Motivation-Hygiene Theory**

Herzberg in 1966 discovered two sets of factors which must be *encouraged* and *prevented* respectively if the leader is to motivate followers effectively.

He identified – motivator and hygiene factors.

1. Motivator factors: is concern with the work or tasks itself rather than the environment where the work takes place. This factors leads to feeling of satisfaction and increased production. That is when properly harnessed by leaders; motivator factors give rise to satisfaction and thus enhance followers’ participation. Motivator factors consist of feeling of accomplishment, recognition, responsibility, personal growth and development. The absence motivator factors may not cause unhappiness but they may help followers to be better motivated.

2. Hygiene factors: is concern with the environment where the work takes place rather than the work itself. It refers to feelings associated with how followers are treated. Hygiene factors consist of leaders’ policies, working conditions, remuneration, status and security. When these factors are not met followers feel unhappy, uncomfortable, and unsatisfied. Consequently, the followers become passive, embittered, and even antagonistic to leadership.

Herzberg’s theory helps to systematize leaders’ role in providing compensatory conditions for poorly motivated followers and help the leaders assess the relevance and importance of the actions that they take. Though both motivator and hygiene factors are important, hygiene factors are however limited in their capacity to influence behavior. Motivator factors on the other hand are capable of longer and more influence or effects on followership.

**McGregor’s X and Y Theories**

This involves the use of carrot and stick approach.

1. X theory: suggests that the leader should be autocratic if he is to achieve positive result. It is based on the assumption that an average follower is unwilling to work and as such must be forced to work. Thus, if a leader wants followers to do anything, he must be ready to apply force. A leader of theory X pattern is concerned with followers’ behavior as it is. He assumes that followers must be guided and directed before they can perform.

2. Y theory: suggests that followers are inherently good and can work without coercion or punishment. A leader of theory Y pattern is not bothered with followers’ behavior. He sees followers as natural decision makers and problem solvers. It is the assumption of the leader that affects or influences the performance or loyalty of his followers. If a leader sees a follower as a failure, he is likely to fail as far as the leader’s vision or self-fulfillment prophesy is concerned. However, if it is to the contrast the follower will rise to the challenge and perform his task or role satisfactorily to meet the expectation of the leader.

A leader in view of our analysis should be flexible to enable him apply motivational strategies that enhance effective leadership and followership.