

4.4 LEADERSHIP AND MOTIVATION

4.4.1 Leadership-Styles and Types

Leadership is the ability to get desirable action from the followers without any force. It is the ability to make your followers act upon your instructions voluntarily. Success of a leader depends on his ability to guide people and make them perform certain desired activities. Livingstone has described leadership as "the quality to awaken in others the desire to follow a common objective."

According to the philosophies of leaders towards their subordinates, the various types of leaderships are as follows —

1. Autocratic or Authoritarian Leadership



Autocratic leadership is a style where a leader centralizes all authority and decision making in him. He makes all decisions himself, prepares all the plans, allocates tasks and instructs his subordinates what to do and how to do it. People within the team are given few opportunities for making suggestions.

Autocratic leadership allows quick decision making. For some routine and unskilled jobs this style is effective. However, most people don't like being treated like this. Because of this, autocratic leadership leads to high levels of absenteeism and staff turnover. Also, the organization does not benefit from the creativity and experience of all team members.

The authoritarian style should normally only be used on rare occasions. When you have all the information to solve the problem, you are short on time, and your employees are well motivated you may use this style.

2. Democratic or Participative Leadership



The democratic leader consults the members of team and discusses possible decisions with them. He seeks consensus before coming to a decision. However, the leader maintains the final decision making authority.

He keeps the members well informed and encourages them to put forward their suggestions. This not only increases job satisfaction of team members, but also helps to develop their skills. Team members are motivated to work hard. Such leaders are generally more people oriented. They multiply their abilities through their subordinates.

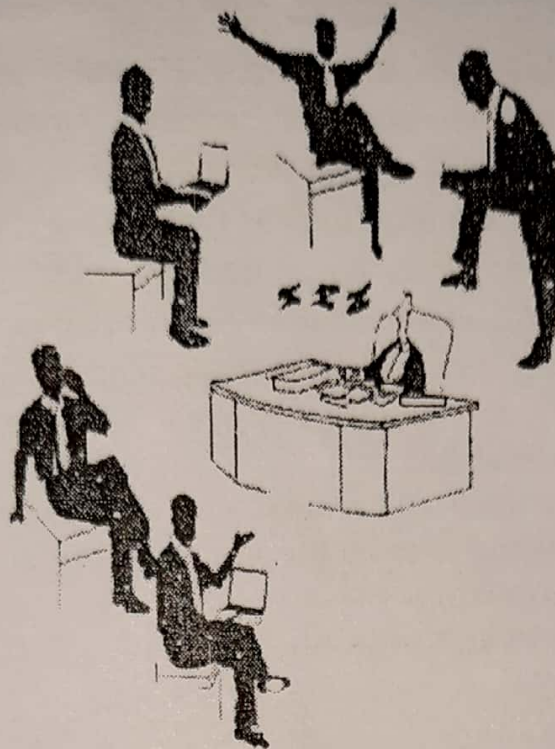
As participation takes time, decision making is slow; nevertheless often the end result is better. Democratic leadership has the greatest promise to achieve maximum productivity and employee satisfaction in the long run.

3. Laissez-Faire Leadership

Laissez-Faire is a French phrase which means "leave it be" or "non-interference in the affairs of others".

The laissez faire leader leaves the team to itself to establish its goals and workout its problems. In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions made.

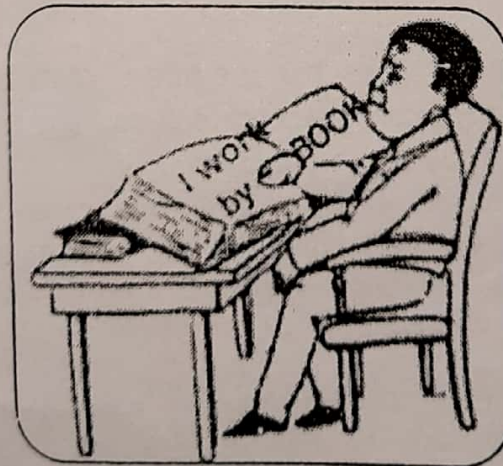
Laissez-faire leadership works for teams in which the individuals are very experienced and skilled. This style is to be used only when the leader has full trust and confidence in the people below him.



Generally, such an approach results in groups moving in different directions and at cross purposes. The organization's resources are wasted and achievement of its goals is left to chance.

A good leader uses all three styles, depending on the type of subordinates and the situation.

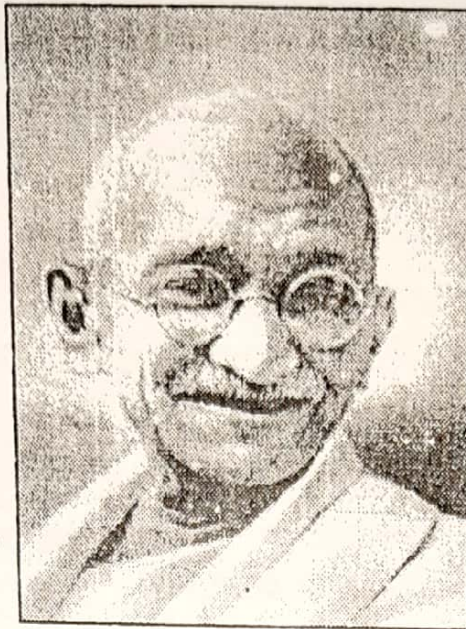
4. Bureaucratic Leadership



Bureaucratic leaders work by the book. They ensure that their subordinates follow procedures exactly. This style is appropriate for work involving serious safety risks (such as working with airplanes, with toxic chemicals etc.) In other situations, the inflexibility and high levels of control exerted can demoralize the subordinates.

5. Charismatic Leadership

Charismatic leaders have a natural ability to attract people and inspire commitment to their cause. If charismatic leaders believe more in themselves than in their team, this creates a risk that a project might collapse if the leader were to leave. Mahatma Gandhi and Anna Hazare are examples of charismatic leaders.



Qualities of Good Leadership/Supervisor :

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A successful leader develops voluntary cooperation from his subordinates. To develop this spirit of cooperation from his followers, he must have following qualities.

1. **Energy** : He must have the mental and physical energy required for the job.
2. **Vision** : A leader must have a clear idea where his or her organization and unit are going in the long term.
3. **Integrity** : It refers to having strong internal guiding principles that one does not compromise. Integrity promotes trust. Integrity means honesty and more. Integrity is reflected in thinking, attitudes, and actions.
4. **Emotional stability** : It enables the leader to act with self confidence, avoid anger and understand the subordinates.
5. **Knowledge of human relations** : It requires an understanding of human behaviour. A leader, who likes dealing with people issues, has a great leadership advantage. This is a leader who can build a team and achieve impressive results.
6. **Communication skill** : It enables the leader to communicate not only with his immediate subordinates but with the entire organization. It ensures free flow of information.
7. **Personal motivation** : It refers to the enthusiasm within him to get the job done.
8. **Adaptability** : Adaptability and flexibility are the most essential factors in the success of a leader today. The leader must move easily from one set of circumstances to the next. The good leader should accept the change and see it as an opportunity.
9. **Teaching ability** : It helps a leader to develop and inspire the subordinates.
10. **Decision-making** : A leader must be able to make a well considered decision, and take action based on that decision.

11. **Technical competence** : It will give him working knowledge of the operations in his organization.
12. **Objectivity** : It prevents the leader from getting emotionally involved.
13. **Courage** : It enables him to accomplish a goal, regardless of the obstacles.
14. **Confidence** : A good leader is confident. In order to lead and set direction a leader needs to appear confident as a person and in the leadership role.

4.4.2 Motivation

"Motivation is the driving force by which humans achieve their goals".

There are two types of motivations, intrinsic motivation and extrinsic motivation.

(a) *Intrinsic motivation*



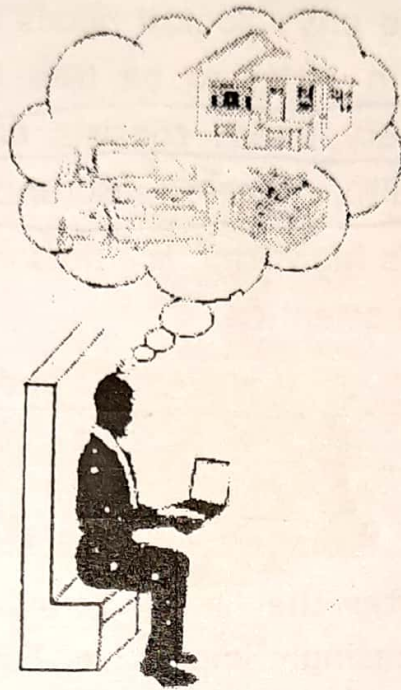
It refers to the motivation which comes from inside an individual rather than from any external rewards, such as money or promotion.

"Intrinsic motivation is the desire to do something because it is enjoyable".

If a person is intrinsically motivated, the enjoyment experienced would be sufficient to perform that activity in the future. Intrinsic motivation comes from the pleasure one gets from the task itself or from the sense of satisfaction in completing the task or even working on a task.

Examples of intrinsic motivation :

- Working on a complicated math equation, because it is enjoyable.
- Solving a puzzle because the challenge of finding a solution provides a sense of pleasure.
- Completing a college assignment as soon as you get, because it is interesting for you.
- Writing short stories because you really enjoy writing.
- Reading a nonfiction book because you are curious about the topic.
- Playing football because you enjoy.
- Mastering a topic, rather than just rote-learning to achieve good grades

(b) Extrinsic motivation

Extrinsic motivation comes from outside of the individual. Motivating factors which are external, rewards such as money, promotion, free holiday or grades are extrinsic motivation.

These rewards provide satisfaction and pleasure that the task itself may not provide.

Extrinsically motivated persons will work on a task even though they may not have interest in it.

Examples of extrinsic motivation :

- Promotion/Extra remuneration makes an employee work hard.
- A student may dislike an assignment, but a good grade will be enough to keep the student motivated to put efforts to do well.
- A free vacation for achieving your sales targets.
- A trophy for winning first place at the national games.
- The crowd cheering as you hit a six in cricket.
- Punishment