

LEADERSHIP BEHAVIOR AND MOTIVATION THEORIES IN PRACTICE

RAGA MOUNIKA DEVARAPALLI & DAVE HINKES

Sullivan University, Louisville, KY, United States

ABSTRACT

In the present competitive world, success is not at all easy. Things change very quickly. Decisions are made in no time. It is very important that every organization has a leader who is capable to look after the things, take right decisions at the right time and place the right person in the right position. It is not an easy task. People change, their priorities change, situations change. Depending on the circumstances, a leader should be able to quickly take decisions that are effective. With the help of various studies, observations and researches, students from different universities have come up with different leadership styles. In this paper we mention different articles that convey different leadership styles, their effect on organization and team performance. No one is perfect. Keeping this in mind, a leader should get the best out of the employees and never ignore the situations around them. Situations play a very important role on the performance of the team members. We have also addressed experience from our workplace with different team members, different leaders with different styles. It is not a cake walk to cope with everyone easily and instantly, but over time everything will be sorted out and things fall in place. Only then, the organization will be able to achieve success and eventually help the employees to move forward in their career.

KEYWORDS: Leadership Theories, Leader Psychology, Team Development, Practice

INTRODUCTION

A leader plays an important role in motivating the behavior of everyone in the organization. There are many definitions for the work leader. Leadership can be defined as empowering individuals, a technique of influencing people and employees, helps everyone on the team to acquire knowledge and make them develop individually and professionally. Leaders are responsible to identify the goals the organization should achieve and also set the strategies for that purpose. Trust is very important for any organization to be successful and good relationship between the employees will also help the organization to attain new heights in the business world. As the name leader indicates, he is the person who doesn't desire to have power and show authority. Leadership is more of being a role model.

If the leader has a positive attitude, he will never force the followers to follow. The best part of being a leader is taking the positive and negative qualities of the employees and best fitting them in order to achieve better results. All the impact a leader has is with positive motivation and support. In each and every circumstance, a leader will have the clear picture of what to do, what not to do and how to do. All a leader thinks is, how to achieve the goals by using the resources in their hands to the best. Employees are not motivated or forced to do work for the sake of incentives or any sort of such things. Of course, they may be there but the main idea behind leadership is to motivate and create interest among the team and make them work willingly. The results are much better with this sort of attitude.

Comprehensive Review of the Scholarly Literature

The key to any organization's success depend on the leadership behavior and motivation theories and they also take a major part in deciding the organizational strategies. Depending on the behavior of the leader and the qualities, the career of the leader and also the team members will be interdependent. The main idea behind leadership is to reach the goals of the organization and motivate the employees in order for them to achieve success. Leaders define the objectives very clearly and inspire the workers to finish them before deadlines. There are different types of leader's behavioral models and several motivational theories. According to Lussier and Achua (2013), there are four kinds of leader's behavioral models and seven motivational theories. There are some models identified by universities through their research.

"The leadership style is based on traits and skills but the important component is the behavior, because it is a relatively consistent pattern of behavior that characterizes a leader" (Lussier & Achua, 2013). The theory paradigm on which the leadership behavior is based has changed from trait to behavior theory paradigm and this has changed what a leader will do and how he will do. As observed by the University of Iowa, there are two leadership styles: Autocratic and Democratic.

Autocratic style of leadership: In this style, the leader takes all the decisions and he also monitors the work very closely.

Democratic style of leadership: In this style, the leader lets the employees be the part of decision making, maintains good relationship and doesn't monitor the work very closely.

There are some other leadership styles recognized by the Universities of Michigan and Ohio. They are similar to Autocratic and Democratic Leadership styles.

Anyone can be a good performer in a positive situation. It is all about making good decisions even in critical situations and when things are unfavorable. Leader should be able to motivate their employees in reaching the goals and give support continuously. According to Lussier and Achua (2013), "If you give people what they want, they will in turn give you what you want creating a win-win situation". The context is in such a way that, a person is a leader, only when he is more supportive to the team. A leader should be able to motivate and encourage team members and develop good environment in the organization and eventually succeed with the organizational goals.

According to Giltinane (2013), leadership is "a multifaceted process of identifying a goal, motivating other people to act, providing support and motivation to achieve mutually negotiated goals." A leader should be able to look at how good the work is being actually getting executed from the team members. This includes mentoring, improving the qualities, aim of the organization. A leader encounters different behaviors from different members of the team. Giltinane explains these qualities as self-belief, bravery, moral fitness and capacity to priorities. Effective companies grow with the self-management, social intelligence and social abilities of the leader. "For leaders to identify follower's emotions accurately, they need to be aware of their own feelings and emotions" (Giltinane, 2013).

According to Fisher (2009), there are different motivational theories and they are described in two categories:

Content Theories: These theories are linked to tell about motivational aspects.

Process Theories: These theories tell about the communication between requirements, behavior and rewards.

According to Fisher (2009), “Managers must understand that employees will be motivated by needs and that once a need is satisfied, it is no longer a motivation.”

According to Deci (1992), “Motivation theories have been concerned with both the energization and the direction of behavior.” Motivational theories may work in some situations but not all. Sometimes all an employee needs is positive support from the leader. The way of motivation towards the employees also plays a vital role in determining the motivational theories.

According to Drucker (2009), the level of knowledge for the effective executives tends to be high. Each and every quality of the leader has an impact on motivating the employees. Everything is possible if employees are motivated positively. Motivational theories depend on a leader’s behavior and their approach towards the employees.

Personal View of the Scholarly Literature

A leader is a very important component for a successful organization. Leadership is very important in leading the people towards the goal. A leader has followers who choose to believe in the leader. The qualifications that a leader should possess are qualification, behavior and right attitude. Out of all these the important aspect is behavior, because the followers will learn a lot from the leader. The behavior of the leader is the only thing that can create a positive work environment and it describes the future of the organization and the employees. Employees who work together in a team must have common goals and ideas towards the organization. Or else there are quite good a chance for conflicts to take place and that is not good for the organization. Depending on what motivational factors suit the team, a leader should be able to pick the perfect one and lead the organization and the team members towards the success of the organization.

According to Giltinane (2013), everyone is born with some talent and with the circumstances and different phases of life, people get to learn different things and that is what the leader should understand and give the necessary training to the team members, so that everyone will be on the same page and have the compatibility to work together. This particular aspect is done by different people in different ways. A leader follows different styles, with different people. It is up to the leader to choose what style they are going to implement. It is impractical to use one style for all situations and on all people. Motivating employees is an important role to be played by the leader. Motivating doesn’t only include giving speeches and just telling words. Motivating means giving support, taking care of the needs the employees have, setting goals and clearly explaining the factors that are included to achieve that. No matter how talented a person is, how knowledgeable a person is, all these qualities will not make one a good leader, if he is not maintaining a good relationship with the team members and helping them in overcoming their tough challenges in reaching the goals.

Personal Experience

We are software professionals. We deal with the business product owners, scrum master, fellow developers and testers. We have been in teams with different sizes. Worked with people from different backgrounds and cultures. People look at a particular problem in different ways. Especially when there is someone new joining the team, they must be able to keep all their earlier working styles aside and cope with the current organization style and team. Only then there will be harmony established between the team members. This process should start by transferring the knowledge to new employees and coach them so that they will be on par with the organizational expectations and goals.

Employees should be always clear on what they are working and the things expected from them. Management should also be clear on conveying the message properly to the employees by conducting meetings whenever required. It is fairly common that people will have different knowledge levels and different skill sets. That is the reason employees are brought together to work as a team and deliver better products. In certain situations our team had to work long hours to get the work done. Our team lead used to take care of all the concerns we encounter in such situations.

The style of the team we work with used to be competitive, but in a healthy manner. Everyone used to come up with their own ideas and new techniques and share with each other and get feedback. The relationship with the team members is really good. A leader's positive behavior is very important for success of the organization. Every employee in the organization must know the goals, mission and vision of the organization.

SUMMARY

Leaders should never react the same way in all situations. It is impractical to be the same person always. Things change, people change and consequences change. There are many styles that arise into the picture over time. Much research has been conducted where different leadership styles came into the picture. There are autocratic and democratic styles. The person who possesses an autocratic style will be in position to maintain a good relationship and he understands the problems of the employees. They always motivate the team. These leaders are capable of filling the team with positive energy and motivation. They can manage every situation with positive energy and attitude. Having excellent skills, talent is not always desirable. It is more important that leaders treat team members with great empathy and care. A good leader should be able to work in all kinds of environments and motivate the team members in a right way. The amount of motivation people require may differ. The leader should take care of all such matters.

Why This Research is Important

This particular research is important for every individual because one should understand how to behave at work and how to treat people. It is not the same as hanging out with family or friends. It is an entirely different situation. Leaders should take the leap and connect all the people in the team and develop a good relationship. The progress of the organization entirely depends on how the leader changes the situation to be better and develops better understanding among the team. In order to motivate the employees, the leader should be motivated.

CONCLUSIONS

Lussier and Achua (2013) say that "it's very significant to understand the leaders behavior based on traits and skills". Depending on the traits and skills many leadership styles were identified. There are two different styles of leadership based on the attitude of the individual. Leaders with high structure and low thought. These leaders utilize unilateral communication to make decisions. On the other hand, there are leaders with high thought and low structure. Here the communication is bilateral and the decisions are made by both the leader and the team.

This study will also assist one in becoming cognizant of all the motivational theories. Nothing is constant. And the business world is no exception. A leader should be able to manage the change effectively. There may be too much pressure, delay in the completion of work, obstacles, etc. The organization and the leaders should take care of such unforeseen situations. This paper enables us to better understand a normative leader and motivating his team.

REFERENCES

1. Drucker, P. F. (2002). *The Effective Executive*. New York: HarperCollins Inc.
2. Deci, E.L. (1992). On the Nature and Functions of Motivation Theories. *Psychological Science* (Wiley-Blackwell), 3(3), 167-171. Retrieved from EBSCOHost
3. Fisher, E.A. (2009). Motivation and Leadership in Social Work Management: A Review of Theories and Related Studies. *Administration in Social Work*, 33(4), 347-367. Doi: 10.1080/03643100902769160. Retrieved from EBSCOHost
4. Giltinane, C. L. (2013). *Leadership styles and theories*. *Nursing Standard*, 27(41), 35-39. Retrieved from EBSCOHost
5. Lussier, R.N. & Achua, C.F. (2010). *Leadership: Theory, application, & skill development (5th Ed.)*. Mason, OH: South-Western.

APPENDICES

About the Authors

Raga Mounika Devarapalli is born and bred in India. She graduated with a taxation specialization in her undergraduate studies (2004-2007). After that she did her post-graduation diploma in management (2007-2009). She worked for about two years with a private sector bank in India as an Assistant Manager (2010-2012). In order to fulfill her dream to study abroad and get foreign exposure, she moved to the US in December, 2012. She did her Master in Business Administration from Cleveland State University (Cleveland, OH). She has been working for a consulting firm as a Business Systems Analyst since October, 2014. She has been living in different states (Minnesota, Alabama, and Indiana) in the US for her project assignments. She is now pursuing her second master degree with Sullivan University. Her family lives in India, except for her brother who lives in Hartford, Connecticut where he is doing his Master in Mechanical Engineering. She likes travelling, cooking and watching movies.

Dr. Dave Hinkes is a Full Rank Professor @ Sullivan University (SU) Graduate School of Business in Louisville, Kentucky after a 7-Year Stint as Associate Professor of Management and Marketing @ Lincoln Memorial University (LMU) based in Harrogate, Tennessee. He holds dual doctorates in Management and Marketing from Nova Southeastern University in Davie, Florida and all six available professional sales and marketing certifications from the three different accrediting bodies. He has 27 years of corporate sales/marketing experience in the document management services outsourcing industry. He is CEO of Hink, Inc., a management/marketing/sales/keynote speech consultancy, since 1991 (www.hinkinc.net). His book (now in its 3rd Edition) *Selling by Objectives (SBO): The Handbook for More Profitability in the 21st Century* is receiving rave reviews. He is married to Deb, his supermodel for 34 years and they have 3 'kids' ...Jenny-32, Missy-29, & Steve-26.

