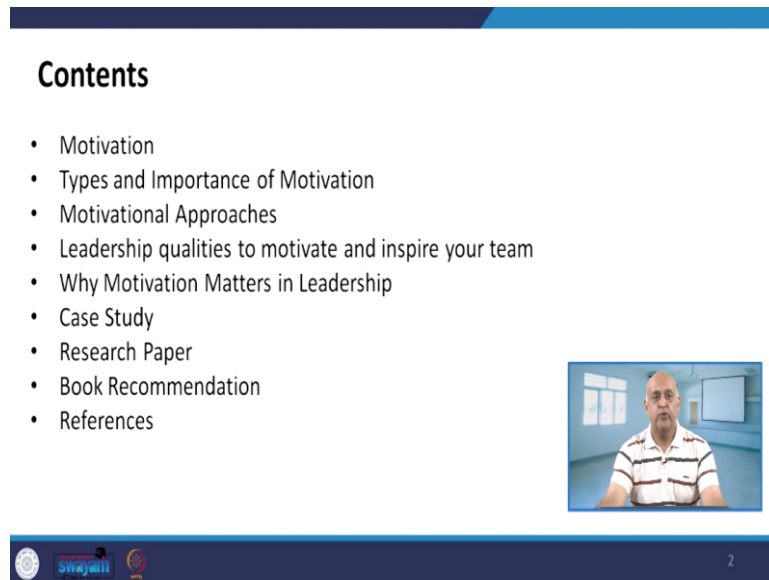


Leadership and Team Effectiveness
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Lecture – 33
Motivation and Leadership


Today, we are discussing an exciting and beneficial relevant topic: how this motivation is related to leadership.

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- Motivation
- Types and Importance of Motivation
- Motivational Approaches
- Leadership qualities to motivate and inspire your team
- Why Motivation Matters in Leadership
- Case Study
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So, we will try to understand the motivation, the types and importance of motivation, motivational approaches, leadership qualities to motivate and inspire your team, and why motivation matters in leadership. Then, as usual, the case study, research paper, a book recommendation and the references are there.

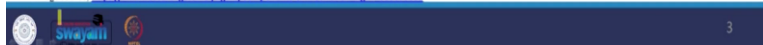
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Motivation

- Motivation comes from the Latin word “movere” which means, “to move”.
- The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.
- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.
- Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals.



Image source: <https://www.researchgate.net/figure/Components-of-motivation-figure44-323695129>



Now, this is basically if we defined technically from the Latin word movere, which means to move and the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal. So, here we will find that whenever we are talking about the individual's intensity to work, intensity to do and naturally here that direction is significant, but what to do when to do, how to do, where to do, where to do.

So therefore, in that case, the directions, especially what to do and when to do and persistence of efforts towards attaining a goal. So that goal which we want to attain. So, that is an intensity to attain that goal that is very important how much you want to attain the goal and that intensity in other terms I can say that is it is a willingness to do, and you will find that human brain when decides to do something.

Then irrespective of whatever the barriers are there that the brain will do that particular the act or attain the goal, whatever the social or economical, especially many times when we ask people why you could not do this thing, and then he will say, sir, my economic condition was not good, my social condition was not good. On the other side, we find that people are much poorer than those who can attain the goal.

Many people have attained their goals irrespective of their non-social support, and therefore, it becomes essential that whatever the intensity the person is having and if it is to anyhow, I have to achieve the goal, that will always be the motive to move. Whenever we are talking about leadership is there, so in that case, a direction is there.

So, motivation is a process that initiates if you talk entirely about this process of motivation, then this motivation has the initiated. So, this process of motivation which we are talking about is going to be the initiate than the guide, and that is the direction whenever we are relating it with the direction and maintaining a goal-oriented behaviour is there ultimately that goal has to be achieved.


So, here it becomes essential that how a person's will is there, how a person is going to get that direction, the direction is essential then you can say as we have talked about the leader role. So, the leader is a friend. Also, the leader is a mentor; a leader is a teacher; a leader is a facilitator; a leader is a guide; a leader is a supervisor; a leader is a manager. So, therefore there are so many roles of the direction provider, is there.

So, motivation is an essential factor which encourages a person to give their best performance and recently, we have seen in the Olympics that is Mirabai Chanu and Neeraj Chopra. So, these are the examples to give their best performance and in hockey teams also in India. So, that helps in reaching the enterprise goal. So, therefore this is the best performance, so what is the best performance is there.

In our context, we are talking about the enterprise world for the players; they are the best performance they have given. So therefore, in that case, we find that whatever the performer's motivation level is there irrespective of profession. So, he is a player or an artist in paintings, and all or he is a teacher or a student, whatever it is there. So, therefore it plays a significant role in attaining the goals.

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Definitions of Motivation	
Authors	Definition
Berelson and Steiner	A motive is an inner state that energizes, activates, or moves and directs or channels behavior goals.
Jozef Cohen	Motivation is the inner thrust behind behavior.
The Encyclopedia of Management	Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness.
Dubin	Motivation is the complex of forces starting and keeping a person at work in an organization



So, much research has been done, and then it has been seen that the specific definitions are relevant to our context discussions. Berelson and Steiner, a motive is an inner state, a cognitive state that energizes, activates or moves and directs or channels behavioural goals. So, therefore it is internal energy and energy which he activates.

We also have to interpret these terminologies, and the content in a proper context, like in the case of a positive act, positive goal, or socially acceptable goal. So, in that case, that will be the energies which will be activated. So, towards that positive goal and as a result, the goal has been achieved. Jozef Cohen has defined motivation as the inner thrust behind the behaviour is there.

So, whenever we talk about the attitude relationship between the attitudes. So, attitude will be there, and these attitudes will lead to the behaviour that the inner thrust behind the behaviour. So, inner thrust is an attitude, and natural behaviour is in action. So, this is the action we are talking about. Now means it is required both it is required your cognitive level and it is also required your action.

Moreover, in that case, you will find that it is essential to a state of mind and your line of action whenever we are talking about this particular aspect. When a state of mind and action both will match, the motivation will be there, and high motivation will be there. The encyclopedia of management motivation refers to the degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and the locus of the forces, including the degree of readiness.

So, this degree of readiness is nothing, but it is a motive; it is an inner thrust that makes him ready to do that particular task. Dubin has mentioned that motivation is the complex of forces starting and keeping a person at work in an organization is there, and naturally, that state of mind is to continue with the organization that is the motivation is there.

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Types of Motivation

- **Intrinsic motivation**
Intrinsic motivation can arise from self-generated factors that influence people's behavior. It is not created by external incentives.
- **Extrinsic motivation**
Extrinsic motivation occurs when things are done to or for people to motivate them.

The diagram illustrates the difference between intrinsic and extrinsic motivation. On the left, a green outline of a head contains a gear icon, labeled 'Intrinsic'. To its right is a blue outline of a head with three arrows pointing inward, labeled 'Extrinsic'. A list of factors for intrinsic motivation includes: Enjoyment, Purpose, Growth, Curiosity, Passion, Self-expression, and Fun. A list of factors for extrinsic motivation includes: Promotions, Pay raises, Bonuses, Benefits, Prizes, Winning, and Perks. A small video inset shows a man speaking.

<https://www.executive-enterprises.com/blogs/blog/428721-intrinsic-vs-extrinsic-motivation-why-we-do-what-we-do#107GpfzbiU>

Now there are two types of motivations; intrinsic motivation and extrinsic motivation is there. Whenever we talk about the intrinsic motivation that can arise from the self-generated factors that influence people's behaviour. External incentives do not create it. So, within the person who wants to achieve those goals by himself, within is there. So, there is nothing external or extrinsic motivation.

So, what is extrinsic motivation? Things are done for people to motivate them. Examples are the interest and enjoyment in the task itself: enjoyment, purpose, growth, curiosity, patience, self-expression, and fun. If these are the reasons for the motivation and motive to achieve the goal, then we will say it is intrinsic motivation. The outcome is the result of doing the task because of the promotion, pay raises, bonuses, benefits, prices, winning, and perks.

So, therefore if these factors are there, that will be the extrinsic motivation. So, these are the things which have been introduced so that the person should feel motivated and then that will be becoming their achieving the goal performance will be better.

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Importance of Motivation

Broadly, the [importance of motivation](#) is as follow:

1. High level of performance

- Organization must ensure that the employees have a high degree of motivation. A highly motivated employee put extra effort into work and have a sense of belonging for the organization.

2. Low employee turn over and absenteeism

- Low level of motivation is a root cause of low turnover and absenteeism. High level of absenteeism causes a low level of production, poor quality, wastages and disruption in production schedules.



So, first and foremost, we should motivate somebody for a high level of performance. So, the organization must ensure that the employees have a high degree of motivation because highly motivated employees put extra effort into work and have a sense of belonging. Low employee turnover and absenteeism are there; the outcome is there.

So, a person feels motivated to be at the job; he will not think to leave the job, change the organization, employee turnover will be low, and the people will like to come on the work. Therefore, in that case, it will also reduce absenteeism, the quality of these products will be better, and wastages and disruption in the production schedule will be minimum.

So, a low level of absenteeism causes a low level of production of poor quality; therefore, in that case, the person should come himself with the high motivation at the workplace.

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Importance of Motivation

3. Acceptance of organization change

- Social change and technology evolution happens in the external environment have greater impact on the motivation of the employee. Management must ensure that the changes are introduced in the organization and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

4. Organizational image

- Employees are the mirrors of any organization. Regular training & development programme should be organized to keep employee updated with latest skills. It will have a positive impact on the employees and the image of the organization will be improved.



<https://www.geektought.com/what-is-motivation/>

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Acceptance of organizational change, social change, and technology evolution happen in the external environmental factors, which affect the employee's motivation. So, management must ensure that the changes are introduced in the organization, and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

Now one example I would like to give is the introduction of technology. So, whenever we are talking about the introduction of technology, there is resistance. So, I remember in the banking industry in India when the computer was introduced in the early 80s, so that time is around the early 80s. So at that time, it is that employees are given the resistance, and today we see that the whole banking industry, including SBI, is mobile banking.

So that the growth, the achievement it has been very fantastic. So, therefore in that case, whatever the changes are there. First, they de-motivate you because they make you unstable, but the changes are more significant, and therefore, there is no resistance to changing an organization's growth achieved than corporate image. Employees are the mirrors of any organization you see; if you want to know the culture of any organization, then you can watch an employee who is working at the organization.


And then, you will find what type of culture is there in the organization. Regular training and development programs should be organized to keep employees updated with the latest skills. So therefore, in that case, those types of regular programs that will keep on motivating keep on making the high gradation skills, so they feel upliftment and whenever they feel upliftment at the workplace so then definitely they will be having the more motivation.

It will positively impact the employees, and the organization's image may be improved. Now you see that the organization's image is better when the employees do better. Organization image is better employees are more motivated. So, it is a vicious circle, but where to start? It has to start with the employees because employees are creating the organization.

An organization's image cannot create the employees. That is, the cultural organization culture will be there, but in the beginning, that culture has to be built by the employees and therefore, the employee should be highly motivated in the beginning so that once their image is created and then whoever joins so because of that culture he has also always feel motivated.

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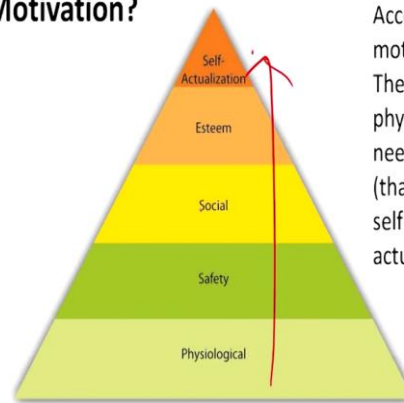
Five Motivational Approaches	
Theory or Approach	Major Themes of Characteristics
Maslow's hierarchy of needs	Satisfy needs to change behavior
Achievement orientation	Possess certain personality traits
Goal setting	Set goals to change behavior
Operant approach	Change rewards and punishments to change behavior
Empowerment	Give people autonomy and latitude to increase their motivation for work.



So, five motivational approaches are there Maslow's hierarchy of needs, satisfying the needs to change behaviour, achievement orientation, goal setting, and the operant approach. The empowerment gives people autonomy and latitude to increase their motivation for the work is there.

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Maslow's Hierarchy of Needs: How Does Context affect Motivation?



According to Maslow, people are motivated by five basic types of needs. These include the need to survive physiologically, the need for security, the need for affiliation with other people (that is, belongingness), the need for self-esteem, and the need for self-actualization.



Image source: https://saylordotorg.github.io/text_organizational-behavior-v1.1/09-theories-of-motivation.html

So, first, we will talk about Maslow's hierarchy of needs and how the context affects motivation. According to Maslow, the needs are in a hierarchy; suppose I ask you what the need of human beings is? So, many of you may say roti, kapda or makan, which is food, cloth and shelter, but very few will say it is food, water and air. Why? Because these physiological needs are available, it does not motivate you.

Nevertheless, a person who is having the suppose he is living in such a part of the country where the water supply is complicated, and therefore he has to bring the drinking water from the long-distance then definitely somebody says no you will be shifted to that place where the ample water is available. Naturally, that person will feel motivated and shift to that particular location where ample water is available.

So, therefore the physiological needs so they motivate. According to Maslow, first, they motivate these particular needs are there. The second is need for the safety, so that is physical safety. So, the need for a safety that will be about that is the person wherever he is living in the society whether he is physically safe or not that he will see. Then next is the social needs are; there is the need for affiliation with other people, that is, belongingness is there, and then the need for self-esteem and then the need for self-actualization.

So, therefore Maslow has given this particular model in the hierarchy. So, it goes from the physiological to safety, safety to social, social to self-esteem and self-actualization is there, but nowadays, what we talk about that is this particular model that is not necessarily into the

hierarchy is there. Our experience says that it is not necessarily these models will be in a hierarchy.

Somebody may have the self-esteem need may not have the social and safety, for example, a freedom fighter. So, freedom fighters did not have the safety needed. They have the self-actualization need, and they were working and motivated to get the freedom for their country. So, that is not any physiological or safety social needs. These were not the needs were there.

So, then it was not a hierarchy. So, the criticism of this theory is that Maslow has mentioned it is in the hierarchy, but it has been observed practically that not necessarily hierarchy will be followed, and therefore, in that case, many people may have the immediate self-actualization needs are there.

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1. **Physiological needs** - These are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sleep.
2. **Safety needs** - After the first level the needs for security and safety become salient. Financial security, health and wellness, safety against accidents and injury.
3. **Love and belongingness needs**- The third level of human needs is social and involves feelings of belongingness. e.g.-Friendships, Family, Social groups, Community groups.
4. **Esteem needs**- when the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. e.g.- status, recognition.
5. **Self-actualization needs**-Highest order need, refer to the realization of a person's potential, self-fulfilment, seeking personal growth and peak experiences.



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

So, physiological needs are physical requirements, air, food, drink, shelter, clothing, and sleep. Safety needs are there, and the need for security and safety becomes salient. Financial security, health and wellness, safety against accidents and injury, love and belongingness needs, and social needs involve feelings of belongingness, friendship, family, social groups, and community groups.


Then the self-esteem needs, when they estimate the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. Now here is the point that is the need at the bottom level three levels have been satisfied, but this is about mentioned in theory Modern Maslow hierarchy theory model, but it is not in hierarchy.

The esteem needs begin to play a more prominent role in motivating behaviour that is the status and recognition are there. Self-actualization needs the highest order need refer to the realization of a person's potential, self-fulfilment, seeking personal growth and the peak experience is there, and therefore it is a realization of self-realizing self that what I can do, what my strength is, what is my potential.

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Achievement Orientation: How Does Personality Affect Motivation?

- Atkinson has proposed that an individual's tendency to exert effort toward task accomplishment depends partly on the strength of his or her motivation to achieve success, or as Atkinson called it, achievement orientation.
- McClelland further developed Atkinson's ideas and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavors and activities.
- It looks at **three** need.
- **Need for achievement (nAch)** is the drive to excel, to achieve in relationship to a set of standards.
- **Need for power (nPow)** is the need to make others behave in a way they would not have otherwise.



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So, achievement orientation is there; how does the personality affect motivation? So, Atkinson has proposed that an individual's tendency to exert effort towards the task accomplishment depends partly on the strength of their motivation to achieve success or, as Atkinson called it, achievement motivation orientation is there. So, therefore whatever we say in the theories, motivation.

So, therefore Atkinson says that it is the achievement orientation. So, naturally, that is motivation was what? We have discussed so far that motivation is a willingness to achieve a goal. So, the achievement of a goal accomplishment of a goal is the achievement motivation. McClelland further developed Atkinson's idea and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavours and activities.


Moreover, it looks at three needs, need for achievement, need for power and need for affiliation. So, the need for achievement is a drive to excel in achieving a set of standards, while the need for power is to make others behave in a way they would have otherwise. So,

therefore, in that case, the need for achievement to drive to excel that is most the organization want is their employee should have a very high need for achievement.

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Achievement Orientation: How Does Personality Affect Motivation?(Cont.)

- **Need for affiliation (nAff)** is the desire for friendly and close interpersonal relationships.
- People with higher levels of achievement orientation are likely to do better in school, pursue postgraduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.
- It is hardly surprising that achievement orientation is often a key success factor for people who advance to the highest levels of the organization.



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Moreover, as I mentioned, the third one is the need for affiliation is a desire for friendly and close interpersonal relationships. So, now again, it will depend from individual to individual. Some will be more need for affiliation, somebody will be more for need of power, and somebody will be more for achievement. People with higher achievement and orientation are likely to do better in school, pursue post-graduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.

So therefore, in that case, this need for affiliation creates the direction for the employee to do the job voluntarily. Achievement orientation is often a critical success factor for a person who advances to the highest level of the organization, and we can understand that is when from the junior level to the top level what motivates a person his achievement motivation is there.

So, achievement and motivation will be there so that the person will be at a high level in the organization itself.

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Goal Setting: How Do Clear Performance Targets Affect Motivation?

- One of the most familiar and easiest formal systems of motivation
- According to Locke and Latham, goals are the most powerful determinants of task behaviors.
- A theory that says that specific and difficult goals, with feedback, lead to higher performance.
- Goals should be "**SMART**", which stands for Specific, Measurable, Attainable, Relevant, and Time-bound.



Image Source: <https://getlucidity.com/strategy-resources/guide-to-locke-s-goal-setting-theory/>

This was from the left-hand side of the exercise; the right-hand side is a goal and goal accomplishment. So, how to perform the targets affect the motivation is there. So, one of the most familiar and most accessible formal motivation systems. According to Locke and Latham, goals are the most potent determinants of task behaviours. These goals are there, and then goals decide how much one has to put in the effort.

There is a theory that says that specific and challenging goals with feedback lead to higher performance. So therefore, in that case, that will require that particular, specific and challenging goals are there. The goal should be bright, which stands for the specific, measurable, attainable, relevant, and time-bounded. So, therefore whenever we talk about the goals, that has to be a particular goal.

And then naturally, these goals are supposed to be measurable and attainable and then the relevance of the organization what exactly they wanted to, and the time-bounded will be there. So, therefore whenever we are talking about goal setting, the SMART approach is to be adopted.

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Goal Setting: How Do Clear Performance Targets Affect Motivation?

- Leaders wanting to improve individual or team performance should set high but achievable goals and express confidence and support that the followers can get the job done.
- The Pygmalion effect occurs when leaders articulate high expectations for followers; in many cases these expectations alone will lead to higher-performing followers and teams.
- The Golem effect occurs when the leaders have little faith in their followers' ability to accomplish a goal, they are rarely disappointed by the non-achievement by their followers.



How does a clear performance target affect motivation? Leaders wanting to improve individual or team performance should set high, but achievable goals you know this is also very important. The goal should not be so complex that it is not achievable. Whenever the person feels that this goal is not achievable, then, in that case, he will be, it will be difficult for him to keep motivated because he starts believing that this is impossible.

So, please do not keep the impossible goals. Please keep the achievable goals and express confidence and support that the followers can get the job done. Where do you bring these attainable goals? From past experiences, past examples, surrounding industries, and similar nature of jobs, from there, you bring those goals so those goals will be achievable.

So, the followers can get that particular job done. The Pygmalion effect occurs when leaders articulate high expectations for followers. In many cases, these expectations alone will lead to high performing followers, and the team is there. So, they know exceptional guidance is required only keeping the high goals that here it is being mentioned that goal will be such an achievable goal.

So, therefore already the person who is following that goal will be able to achieve that goal. The Golem effect occurs when the leaders have little faith in their follower's ability to accomplish a goal. So therefore, in that case, they are rarely disappointed by the non-achievement of their followers. So, what happens is a Pygmalion effect, and therefore, in that case, they believe my follower will not be able to do so.

Moreover, the follower is not able to do that. So, therefore that is a non-achievement by the follower because that particular belief of the leader is there.

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The Operant Approach: How Do Rewards and Punishment Affect Motivation?

- One popular way to change the direction, intensity, or persistence of behavior is through rewards and punishments.
- When properly implemented, there is ample evidence to show that the operant approach can be an effective way to improve follower motivation and performance.

Image Source: <https://thepeakperformancecenter.com/educational-learning/learning/theories/types-behavioral-learning/operant-conditioning/>

So, the operant approach is there. One popular way to change behaviour's direction, intensity or persistence is through rewards and punishment. When properly implemented, there is ample evidence to show that the operant approach can effectively improve follower motivation, and the performance is there. So, that is reinforcement, and there is a punishment, and the positive is there negative reinforcement behaviour is there.

The positive punishment is there, negative punishment is there, and then whenever we are talking about the positive reinforcement, yes, naturally, better results will be there. Whenever we talk about operant conditioning as the punishment, then definitely that positive will be below, and the negative may be high; however, it will depend on the situation itself.

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- Using operant principles properly for improving followers' motivation and performance requires several steps:
 1. Clearly specify what behaviors are important.
 2. Determine if those behaviors are currently being punished, rewarded, or ignored.
 3. Find out what followers find rewarding and punishing.
 4. Be careful while creating perceptions of inequity when administering individually tailored rewards.
 5. Leaders should not limit themselves to administering organizationally sanctioned rewards and punishments.
 6. Leadership practitioners should administer rewards and punishments in a contingent manner whenever possible.



Improving the follower's motivational performance requires several steps that specify a specific goal and determine that behaviour that is currently being punished, rewarded or ignored. Finding out what followers find rewarding and punishing will depend upon the follower that he will decide what is rewarding and what is not punishing. So, suppose you are talking about the working up to 6 o'clock that maybe further rewarding for somebody, somebody may be punishing is there.

So, therefore your interaction with your followers is very, very important. Be careful while creating perceptions of inequity when administering the individual Taylor rewards. Therefore, we have to create individual-based rewards in that case, and leaders should not limit themselves to administering administrative sanctions, rewards and punishment. Instead, leadership practitioners should administer rewards and punishment contingently wherever possible.

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Empowerment: How Does Decision-Making Latitude Affect Motivation?

- Empowerment is the final approach to motivation.
- Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goals and hold followers responsible for achieving them.
- Others believe empowerment is more of a bottom up approach that focuses on intelligent risk taking, growth, change, trust, and ownership; followers act as entrepreneurs and owners who question rules and make intelligent decisions.



<https://www.activeres.com/blog/employee-empowerment/>

So, what to do by empowerment? Empowerment is the final approach to motivation. Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goal and hold followers responsible for achieving them. While others believe empowerment is more of a bottom-up approach that focuses on intelligence, risk-taking, growth, change, trust and ownership.

Followers act as entrepreneurs and owners who question rules and make intelligent decisions are there and accordingly, they will be performing based on the empowerment of the employees.

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Empowerment: How Does Decision-Making Latitude Affect Motivation?

- The psychological components of empowerment can be examined at both macro and micro levels.
- Three macro psychological components underlie empowerment are: motivation, learning, and stress.
- There are also four micro components of empowerment.
- These components can be used to determine whether employees are empowered or unempowered, and include self-determination, meaning, competence, and influence.



The psychological components of empowerment can be examined at both the macro and micro levels. Three macro psychological components underlie empowerment are the

motivation, learning, and stress. So, these macro physiological components can be studied. There are also four micro components of empowerment is there, and these components can be used to determine whether employees are empowered or unempowered and include self-determination, meaning and competence, and influence is there.


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The Empowerment Continuum

Empowered Employees ←————→ Unempowered Employees

- Self-determined
- Sense of meaning
- High competence
- High influence

- other-determined
- Not sure if what they do is important
- Low competence
- Low influence




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The empowerment continuum is there, and there is a self-determined sense of meaning, high competence, and strong influence is there. The unempowered employees are determined, not sure if what they do is essential, and have low competence and the low influence is there.

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Leadership qualities to motivate and inspire your team

1. Provide a vision and purpose
2. Set clear goals
3. Lead by example
4. Encourage teamwork
5. Be optimistic and positive
6. Give praise and rewards
7. Communicate with the team
8. Empower team members



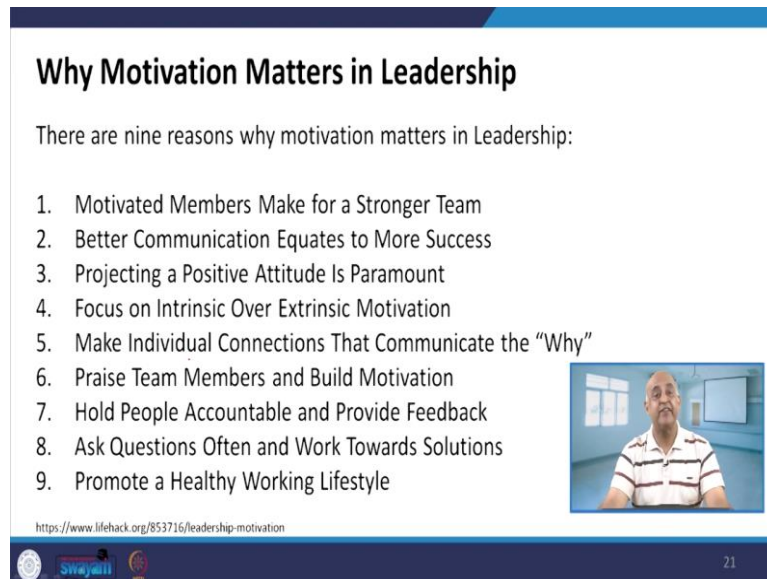
<https://www.deakinco.com/media-centre/article/8-leadership-qualities-to-motivate-and-inspire-your-team>

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So, leadership qualities to motivate and inspire your team are providing vision and purpose, setting clear goals, leading by example, encouraging teamwork, being optimistic, giving praise and rewards, communicating with the team, and empowering team members. So, this

recipe of the leadership qualities that will keep your employees more motivated and inspire your team is there.

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Why Motivation Matters in Leadership

There are nine reasons why motivation matters in Leadership:

1. Motivated Members Make for a Stronger Team
2. Better Communication Equates to More Success
3. Projecting a Positive Attitude Is Paramount
4. Focus on Intrinsic Over Extrinsic Motivation
5. Make Individual Connections That Communicate the “Why”
6. Praise Team Members and Build Motivation
7. Hold People Accountable and Provide Feedback
8. Ask Questions Often and Work Towards Solutions
9. Promote a Healthy Working Lifestyle

<https://www.lifehack.org/853716/leadership-motivation>

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So, how the motivation is related to the leadership is there. Motivated members make for a stronger team, and better communication equates to more success; projecting a positive attitude is paramount—the focus on intrinsic over extrinsic motivation, which we had discussed initially. So, somebody will be motivated by intrinsic; somebody will be motivated by extrinsic motivation.

Make individual connections that communicate the why that is very, very important. Praise Team members and build motivation, hold people accountable and provide feedback, ask questions often, work towards the solution, and promote a healthy working lifestyle at the workplace.

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Case Study: Attaching the Carrot to the Stick

- It seems like common sense that people work harder when there are incentives at stake, but many scholars question this premise. Alfie Kohn has long suggested that workers are punished by rewards and urges that organizations avoid tying rewards to performance because of the negative consequence that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.
- Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Although these lines, Mark Pepper of Stanford University found that children who were not rewarded for using the pens were eager to use them. And neuroimaging researcher at Cal Tech found that when incentives reached a certain threshold, the brain's reward center began to shut down and people become distracted.



As usual, this is a case study about the characteristics.

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Questions:-

1. Do you think that, as a manager, you should use incentives regularly? Why or Why not?
2. Can you think of a time in your own life when the possibility of receiving an incentive reduced your motivation?
3. What employee behaviors do you think might be best encouraged by offering incentive rewards?



And then, based on this, you can answer these questions.

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Research Paper


Principals' leadership and teachers' motivation
Self-determination theory analysis

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Purpose
 The purpose of this paper is to investigate the relationship between educational leadership and teacher's motivation. The research described here was anchored in the convergence of two fundamental theories of leadership and motivation: the full range model of leadership and self-determination theory. The central hypotheses were that transformational leadership would predict autonomous motivation among teachers, whereas transactional leadership would predict controlled motivation.



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This is the research paper on principal's leadership, teachers' motivation, self-determination theory analysis, and transactional leadership that would predict the control motivation.

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Book Recommendations

Understanding motivation and emotion

Authors: [Johnmarshall Reeve](#)
 Publisher: Wiley
 Language: English
 Paperback: 560 Pages
 ISBN-10 : 1119441285
 ISBN-13 : 978-1119441281

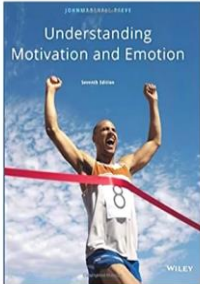




Image Source: <https://www.wiley.com/en.au/Understanding+Motivation+and+Emotion%2C+7th+Edition.p.9781119367601>

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Moreover, this is the book about understanding the motivation and emotions and then how these motivations and emotions direct your successful leadership is there.

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Book Recommendations

The past ten years have seen an explosion of useful research surrounding human motivation and emotion; new insights allow researchers to answer the perennial questions, including "What do people want?" and "Why do they want what they want?" By delving into the roots of motivation, the emotional processes at work, and the impacts on learning, performance, and well-being, this book provides a toolbox of practical interventions and approaches for use in a wide variety of settings. Useful in schools, the workplace, clinical settings, health care, sports, industry, business, and even interpersonal relationships, these concepts are profoundly powerful; incorporated into the state-of-the-art intervention programs detailed here, they can enhance people's motivation, emotion, and outlook while answering the core questions of any human interaction.

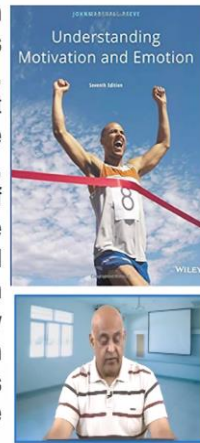


Image Source: <https://www.wiley.com/en-au/Understanding-Motivation-and-Emotion%3C7th-Edition-p-9781119387904>

So, therefore why do they want what they want. So, therefore in that case, once you understand, you can provide the right approach or direction.

(Refer Slide Time: 29:58)

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- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.



These are the references for further studies, and this is all about the relationship between motivation and leadership. Thank you.