

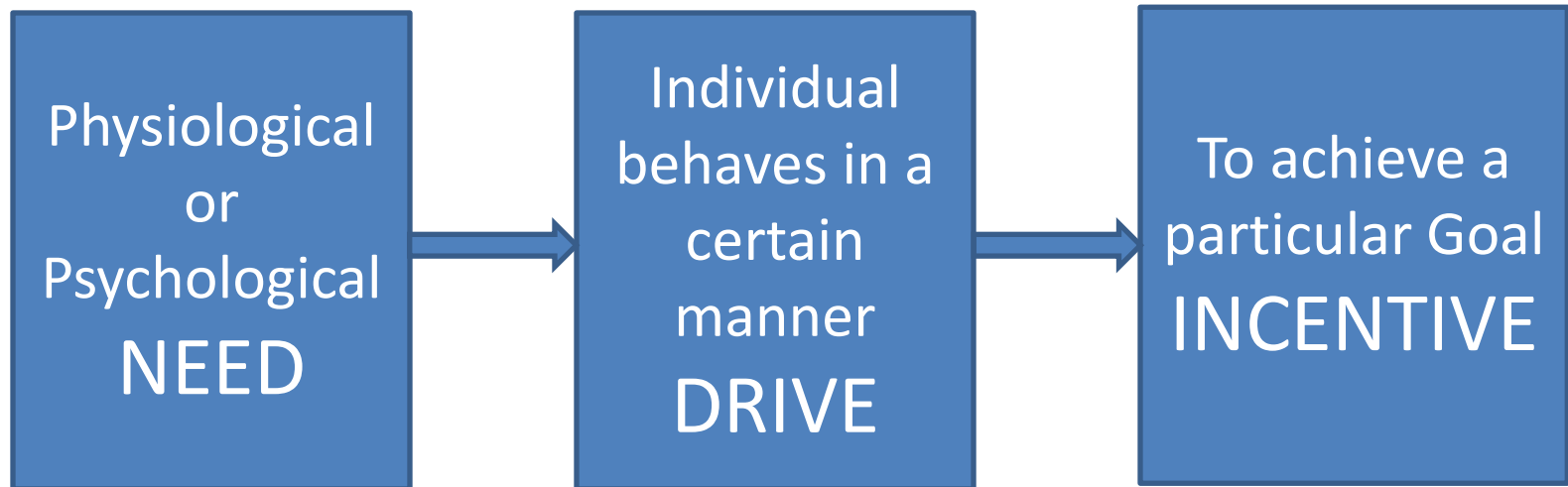
Module 5

Motivation, Leadership, Conflict and Collaboration

Definition

- Motivation is defined as a condition
 - that is initiated by a physiological or psychological need in an individual,
 - which causes the individual to behave in a certain manner
 - in order to achieve a particular goal or incentive
- It is the individual's intensity, direction, and persistence of effort toward attaining a goal.
 - **Intensity** describes how hard a person tries.
 - However, high intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channeled in a **direction** that benefits the organization
 - Motivated individuals stay with a task long enough (**persist**) to achieve their goals.

Motivation Process



Some Motivational Theories

- **Maslow's Hierarchy of Needs**
- **Herzberg's Two Factor Theory**
- **Vroom's Expectancy Theory**
- **Job Characteristics Model (Approach)**

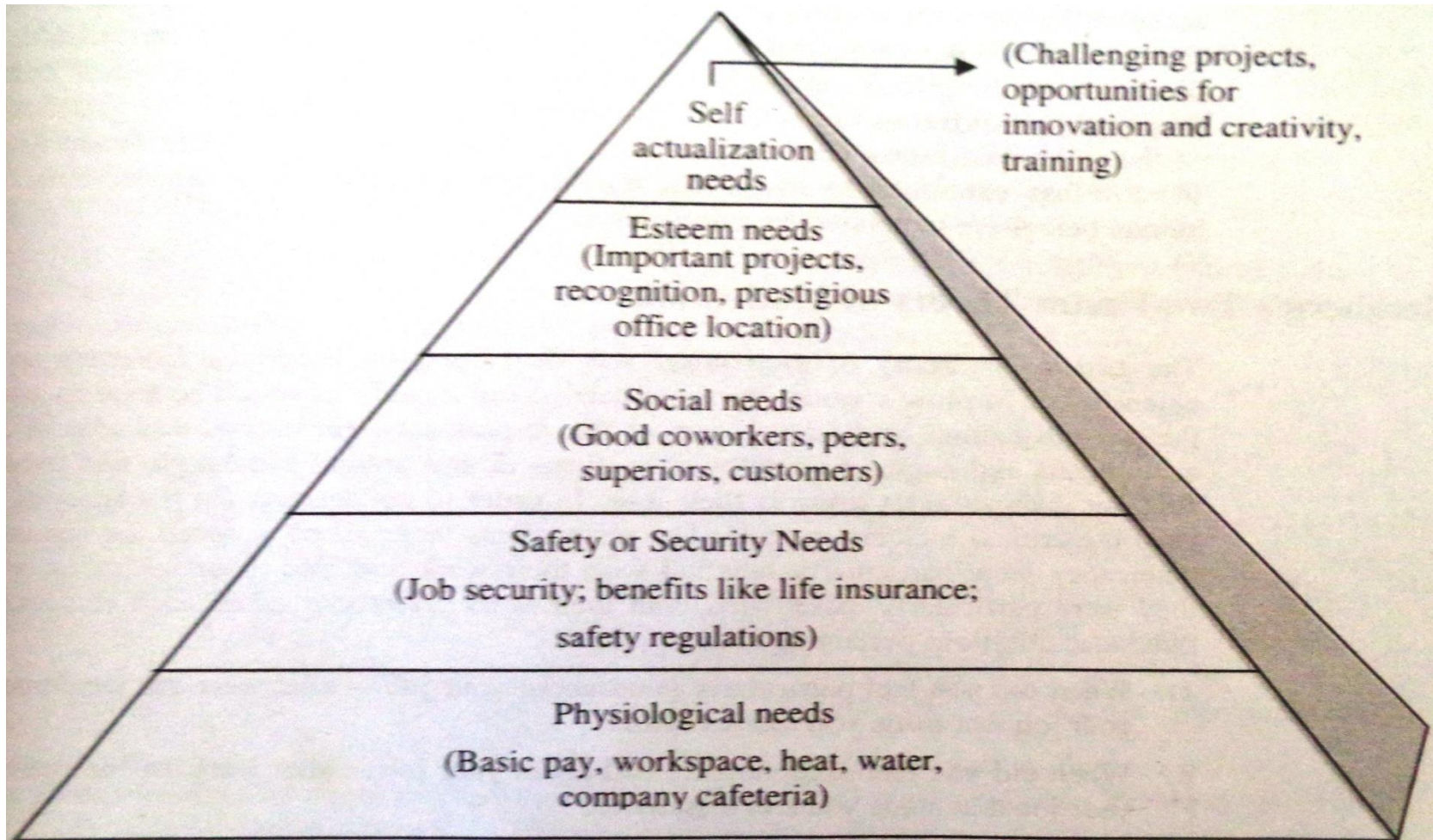
Maslow's Need Hierarchy Theory

People have a hierarchy of motivational needs.

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualization needs

Once the needs at a particular level in the hierarchy of needs are satisfied, the needs at the next level in the hierarchy become motivators for the individual.

A Hierarchy of Work Motivation



Adapted from Kathryn M. Bartol and David C. Martin, Management, 3rd edition (USA: Irwin McGraw-Hill, 1998) 385.

Herzberg's Two Factor Theory

The Two factor theory provides an assessment for the job satisfaction or dissatisfaction of employees in work motivation. Also called motivation-hygiene theory.

Herzberg states that

- **job satisfiers** are associated with the job content (Intrinsic Factors) and
- **job dis-satisfiers** are related to the job context (Extrinsic Factors)

Motivators – Hygiene Factors

- The **satisfiers** are termed as **motivators** which are **essential to keep the employees satisfied**
 - Examples of Motivators are the work itself, clear achievable goals, appreciation of good work, giving adequate responsibility to employees, career growth ,etc
- The **dis-satisfiers** are termed as **hygiene factors** that are **responsible for preventing dissatisfaction**
 - Examples of hygiene factors are administrative policies of the organization, able supervisors, fair pay, good interpersonal relations, conducive working conditions, etc

Job Dissatisfaction

The diagram illustrates Herzberg's Two-Factor Principles. It is organized into three vertical columns. The left column, titled 'Job Dissatisfaction' in an orange box, is associated with 'Hygiene Factors' (yellow box) and lists five items: Working conditions, Coworker relations, Policies and rules, Supervisor quality, and Base wage, salary. The middle column, titled 'Herzberg's Two-Factor Principles' in black text, contains two blue boxes: 'Improving the motivator factors increases job satisfaction' and 'Improving the hygiene factors decreases job dissatisfaction'. The right column, titled 'Job Satisfaction' in a green box, is associated with 'Motivator Factors' (green box) and lists six items: Achievement, Recognition, Responsibility, Work itself, Advancement, and Personal growth. Arrows point from the top boxes down to the middle boxes, and a horizontal line separates the top and bottom sections of each column.

Herzberg's Two-Factor Principles

Job Satisfaction

Influenced by
Hygiene
Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Improving the
motivator factors
increases
job satisfaction

Improving the
hygiene factors
decreases
job dissatisfaction

Influenced by
Motivator
Factors

- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Personal growth

Study of Herzberg

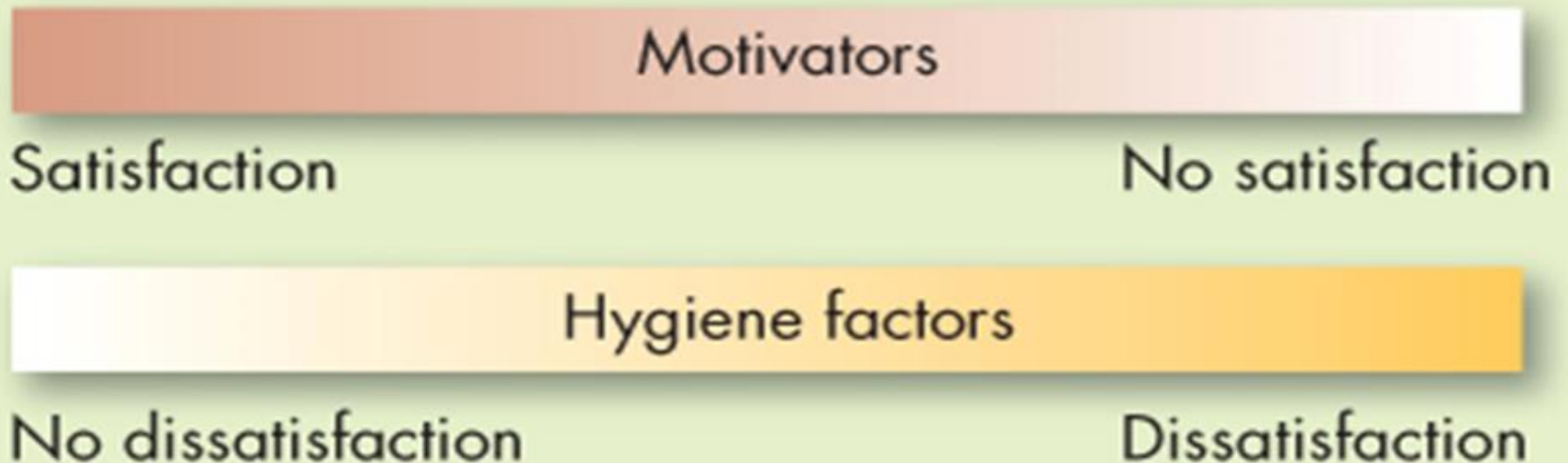
- The data suggest that the **opposite of satisfaction is not dissatisfaction**, as was traditionally believed.
- Removing dissatisfying characteristics from a job does not necessarily make the job satisfying.
- Herzberg proposed a dual continuum:
 - The opposite of “**satisfaction**” is “**no satisfaction**,” and
 - The opposite of “**dissatisfaction**” is “**no dissatisfaction**”

Satisfaction vs Dissatisfaction

Traditional view



Herzberg's view



Vroom's VIE Expectancy Theory



Relationships in Vroom's expectancy theory

- Effort-performance relationship: Individual's perception of the probability that a specific level of performance would result if he/she exerts a certain amount of effort
- Performance-reward relationship: Extent of an individual's belief that a particular level of performance would result in achieving the desired outcome
- Rewards-personal goals relationship: Degree to which an individual's personal goals or needs are satisfied by the rewards given by the organization and his/her perception of the attractiveness of these rewards

Equity Theory

- It states that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities
- The degree of equity or inequity perceived by an employee with reference to his/her work situation plays a major role in work performance and satisfaction
- Employees compare the outcomes what they get from their job in relation to what they give to the job

Forms of Organizational Justice (1 of 5)

Equity Theory

Ratio Comparisons*	Perception
$\frac{O}{I_A} < \frac{O}{I_B}$	Inequity due to being under-rewarded
$\frac{O}{I_A} = \frac{O}{I_B}$	Equity
$\frac{O}{I_A} > \frac{O}{I_B}$	Inequity due to being over-rewarded

*Where $\frac{O}{I_A}$ represents the employee and $\frac{O}{I_B}$ represents relevant others

Organizational Justice

It is an overall perception of what is fair in the workplace, composed of distributive, procedural, informational and interpersonal justice

- Distributive Justice: It is a perceived fairness of the amount and allocation of rewards among individuals
- Procedural Justice: It is a perceived fairness of the process used to determine the distribution of rewards
- Informational Justice: It is the degree to which employees are provided truthful explanations for decisions
- Interpersonal Justice: It is the degree to which employees are treated with dignity and respect

Organizational Justice Model

Distributive Justice

Definition: perceived fairness of outcome

Example: I got the pay raise I deserved.

Procedural Justice

Definition: perceived fairness of process used to determine outcome

Example: I had input into the process used to give raises and was given a good explanation of why I received the raise I did.

Interactional Justice

Definition: sensitivity to the quality of interpersonal treatment

Example: When telling me about my raise, my supervisor was very nice and complimentary.

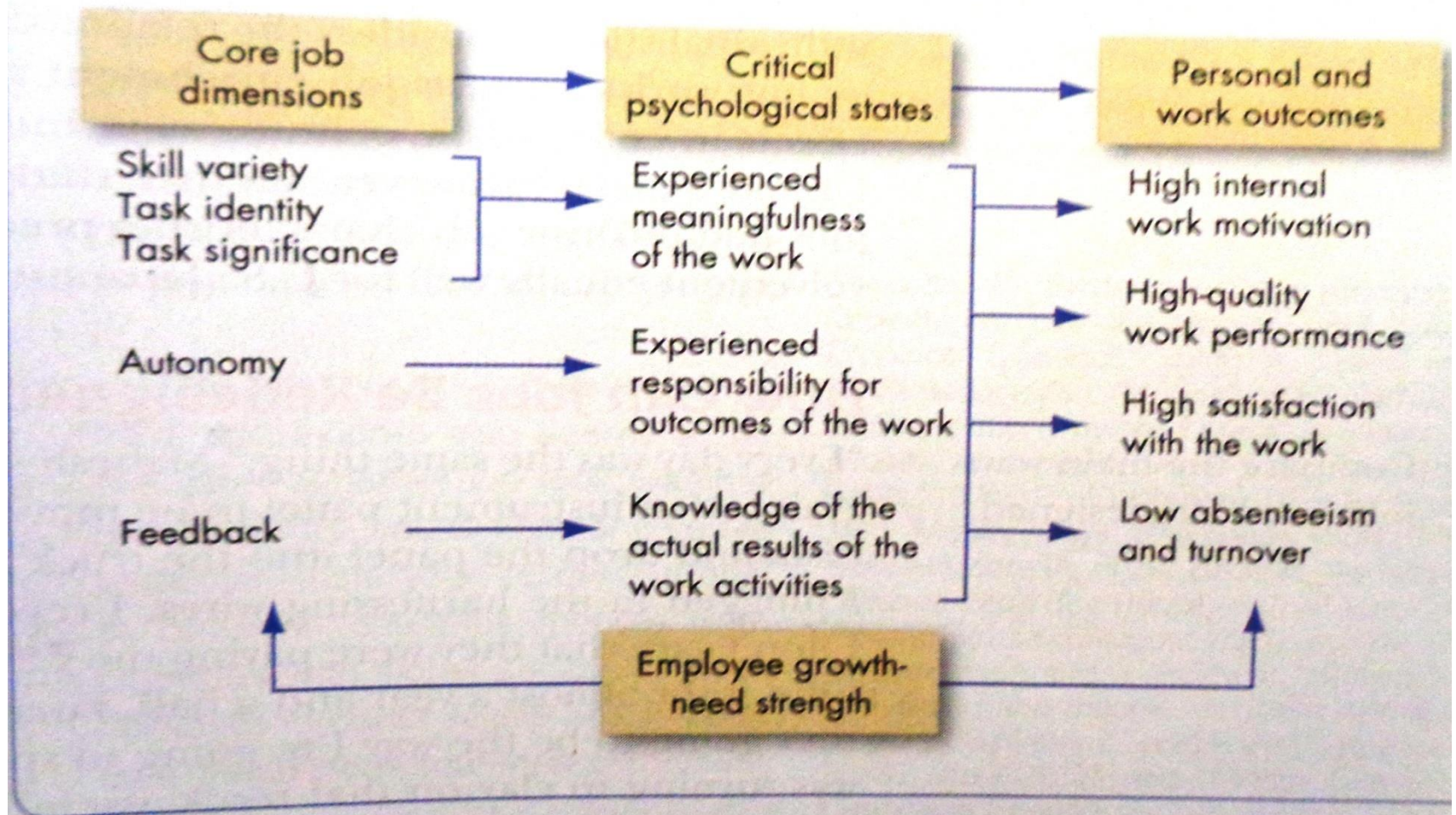
Organizational Justice

Definition: overall perception of what is fair in the workplace

Example: I think this is a fair place to work.



Job Characteristics Model / approach-Hackman



Source: Adaptation of Job Characteristics Model, pp. 78-80 from J. Richard Hackman & Greg R. Oldham, *Work Redesign*, 1st Edition, © 1980. Adapted by permission of Pearson Education, Inc., Upper Saddle River, NJ.

Motivating performance through Goal Setting

Goal Setting Theory

- A goal can be defined as the desired consequence of an action.
- **Difficult goals stimulate performance and commitment**
- **The theory states that specific and difficult goals, with feedback, lead to higher performance**
- Goals should be specific, difficult, challenging, owned, accepted, measurable and have a specific time frame

Implications for Managers

- Make sure extrinsic rewards for employees are not viewed as coercive (should not have a negative impact), but instead provide information about competence, performance and relatedness.
- Expectancy theory offers a powerful explanation of performance variables such as employee productivity, absenteeism, and turnover.
- When making decisions regarding resources in your organization, make sure to consider how the resources are being distributed (and who's impacted), the fairness of the decision, along with whether your actions demonstrate that you respect those involved.

Leadership

Definition

A leader is defined as a person who establishes
vision,
sets goals,
motivates people and
obtains their commitment
to achieve the goals and realize the vision

Leadership Styles

- Autocratic Leadership: Leaders who adopt this style retain all the authority and decision making power (“My way or the highway.”)
- Consultative Leadership: It encourages employees to participate in decision-making
- Laissez Faire Leadership: The leader completely delegates the responsibilities and decision making power to the subordinates

Leadership Styles

- Bureaucratic Leadership: Leaders set certain rigid rules and regulations and procedures
- Manipulative Leadership: Leaders believe that employees should be manipulated to get them to behave in the way the leader wants them to behave
- Expert Leadership: A person with a high level of knowledge and abilities leads the group
- Authentic Leadership: Leaders who know who they are, know what they believe in and value and act on those values and beliefs openly and candidly

Determinants of Leadership

- Situation (and the nature of the situation): An individual who has the background and knowledge relevant to a given situation will come forward by himself/herself to lead the group when the situation arises
- Quality of Subordinates: The team should consist of independent and self-motivated subordinates

Types of Leaders

- Transactional Leaders: They are leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements
- Transformational Leaders: **They are leaders who inspire followers** to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers
- Charismatic Leaders: They are leaders whose followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors

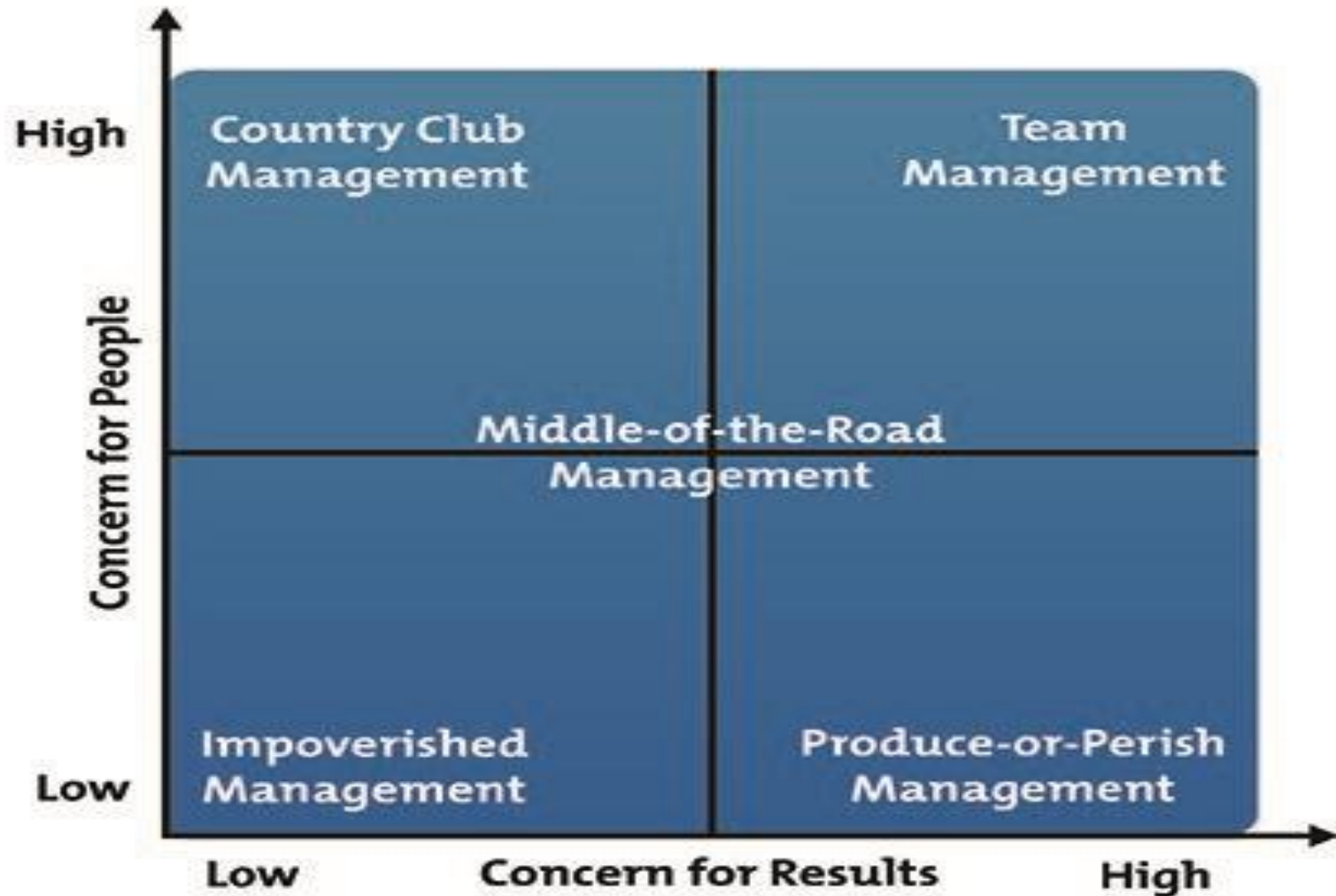
Leadership Theories

- **Trait theories of leadership** focus on personal qualities and characteristics.
 - The search for personality, social, physical, or intellectual attributes that differentiate leaders from non-leaders
- **Behavioral theories of leadership** imply we can *train* people to be leaders.
 - Ohio State Studies found two behaviors that accounted for most leadership behavior:
 - **Initiating structure**
 - **Consideration**
- **Contingency theories of leadership** are **based** on the **belief** that: **there is no single style of leadership appropriate to all situations.** Some leaders seem successful in difficult times, but tend to be dismissed when the environment improves.

Leadership Theories

- **Trait Theories:** **Personal qualities and characteristics** differentiate leaders from non-leaders
 - Great person theory
 - Emotional Intelligence theory
- **Behavioral Theories:** **Behavioral characteristics** differentiate leaders from non-leaders (and individuals can be trained to become leaders)
 - The Managerial Grid
 - The Scandinavian studies
- **Contingency Theories:** Leaders have to change their **style depending on the situation they face** to differentiate from non-leaders
 - Fiedler's contingency model
 - Hersey and Blanchard's situational theory
 - Leader-Member exchange theory
 - Leadership-participation model
 - Path-goal theory

Leadership Grid



Conflict and Collaboration

Definition

Conflicts may be defined as the **disagreement between two or more individuals or groups over an issue of mutual interest** and

- may range from small disagreements to violent acts.

Conflicts may arise between two parties when:

- One party (an individual or a group) feels that actions of other party will
 - **either affect its interests adversely or**
 - **obstruct the achievement of its goal**
- The **goals** of both the parties **differ significantly** or are **interpreted differently**
- The **basic values** and philosophies of the two parties **are different**

Types of Conflicts

from the Organization point of view

- Task Conflict
- Relationship Conflict
- Process Conflict

Sources of Conflict

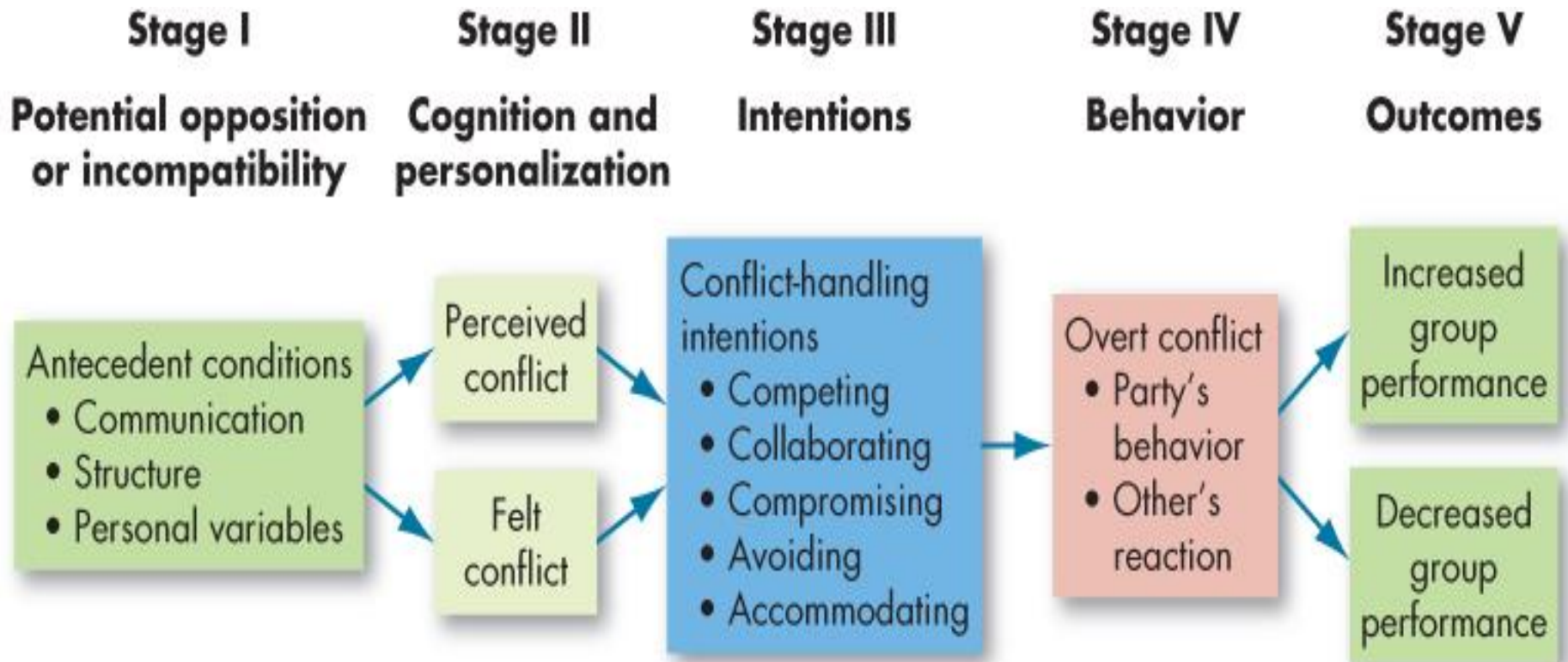
- Personality clashes
- Differences in values
- Threats to status
- Perceptual differences

and can be many other sources too

Classification of Individual/Group Conflicts

- Intrapersonal Conflict: Internal Conflict (also can be called as dyadic conflict)
Ex- Role Ambiguity: Conflicting expectations from boss
- Interpersonal Conflict: **When self concept is threatened, the attempt to retaliate leads** to Interpersonal Conflict
Ex- Boss criticizing the employee's work publically
- Intergroup Conflict: Conflicts occur when **one group attempts to take the entire credit for the successful completion of a task**, to the completion of which another group may also have made significant contributions
Ex- Different departments' employees competing for limited resources like funds

The Conflict Process



Stage I: Potential Opposition of Incompatibility

Communication

- Semantic difficulties
- Noise and disturbances in the communication channel and
- Failure of sender to convey required amount of information to recipient

Structure

- Size of work group
- Degree of specialization of employees
- Role clarity of individuals and departments
- Leadership style
- Diversity of goals and reward systems

Personal Variables

- Differences in personalities of individuals
- Value systems of individuals

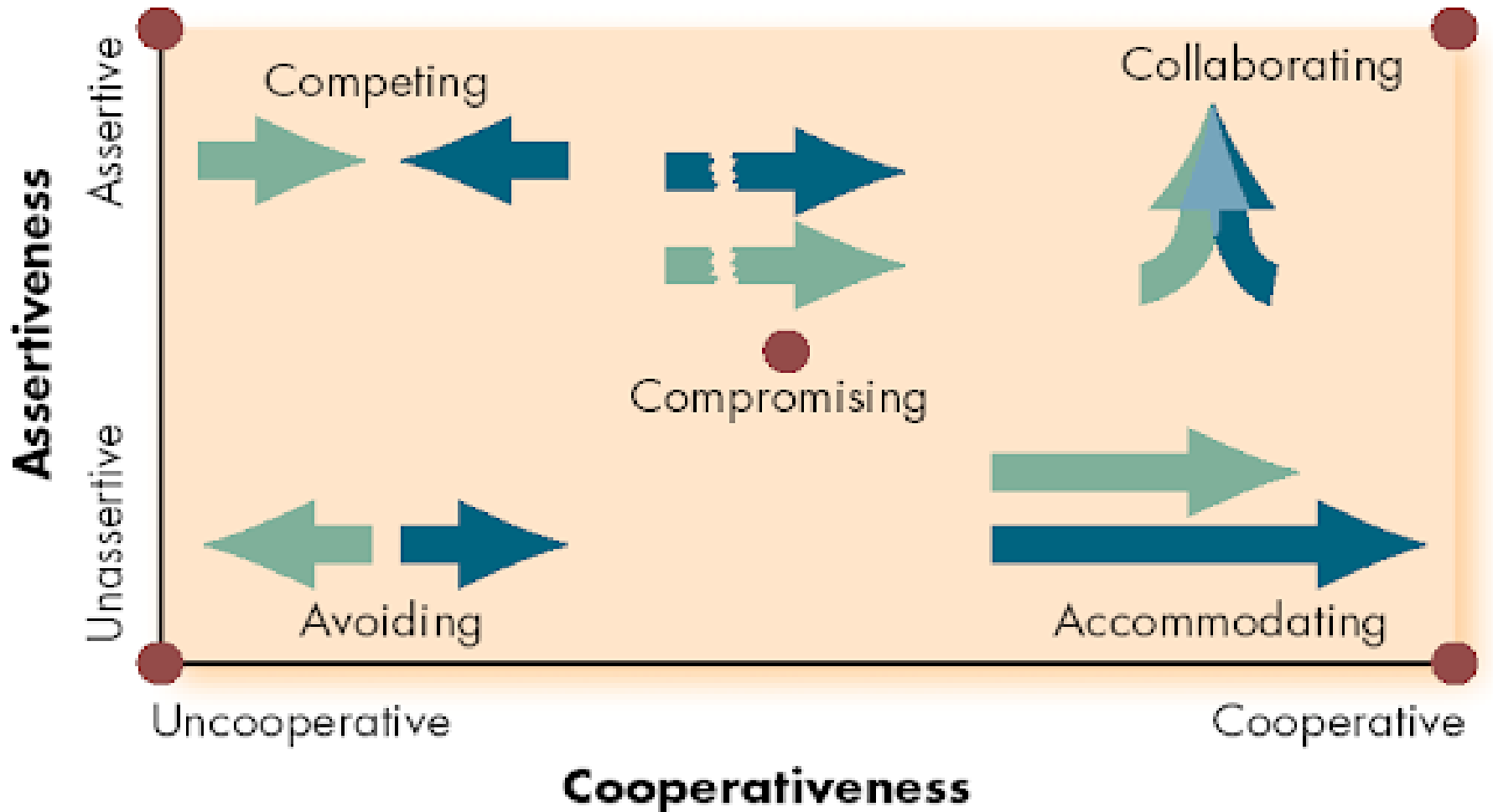
Stage 2: Cognition and Personalization

- **Perceived Conflict**: The affected individual or group develops a sense of opposition towards the other party responsible for the situation
- **Felt Conflict**: If perceived conflict is prolonged, the cognition of the individuals regarding the conflict may reach the felt level where personalization may begin

Stage 3: Intentions

- **Avoiding**: One party tries to avoid other party
- **Accommodating**: One party tries to satisfy the interests of the other party by sacrificing its own interests
- **Competing**: One party tries to satisfy its own interest at the expense of other party
- **Collaborating**: All parties to the conflict fully cooperate with each but do not let go of their own interests in doing so
- **Compromising**: The parties to the conflict give up some of their demands in order to resolve the problem

Dimensions of Conflict Handling Intentions



Stage 4: Behavior

- Behavior is in the form of statements, actions and reactions
- It may range from minor disagreements and subtle remarks to aggressive physical attacks
- Lower side of continuum: Disagreements, Negative remarks and challenging
- Upper side of continuum: Verbal attack, threats and ultimatums, physical attacks and attempts to destroy the other party

Stage 5: Outcomes

- Functional Outcomes: Constructive consequences of a conflict on the performance of a group or an organization (Increased group performance)
- Dysfunctional outcomes: Destructive consequences of a conflict on the performance of a group or an organization (Decreased group performance)

Negotiation

Negotiation is a process in which one party agrees to exchange a product or service with another party in return for something. The approaches are:

- Distributive Bargaining (Zero sum condition): It involves dividing a fixed amount of resources among the negotiating parties (Win-Lose)
- Integrative Bargaining: It is based on the assumption that there exist one or more solutions to a problem that could result in a win-win situation (Win-Win)

Negotiation Process

- Preparation and Planning
- Defining rules
- Clarification and Justification
- Bargaining and Problem Solving
- Closure and Implementation

Approaches to Conflict Management

- Hierarchical Decision Making: Both the parties in conflict ask a formal superior to make a decision for them to resolve the conflict
- Appeal Procedure: An appeal for conflict resolution is made to the higher-ups in the management (Grievance Committee)
- System Restructuring: Avoiding role conflict, encouraging job rotation, creating buffer resource inventory, developing duplicate facilities, implementing matrix organizational structure
- Altering Human variables (by semsotizing): Change in Perceptions, values and beliefs of employees
- Bargaining: Both parties understand their dependence on each other and work together to resolve the conflict

Collaboration

- Collaboration refers to social behavior in which two or more individuals or groups come together for the achievement of common goals
- It is a win-win condition for all the parties
- Functional Collaboration is the tendency to willingly collaborate in a joint effort for the attainment of common goals
- Dysfunctional Collaboration makes one party conform to another party's demands to please the other party or to avoid stressful or demanding tasks

