

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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**DISSATISFACTION OF EMPLOYEES DUE TO MOTIVATION AND LEADERSHIP: A CASE STUDY**

**AJIT SINGH NEGI**  
**ASST. PROFESSOR**  
**APPLIED SCIENCE & HUMANITIES DEPARTMENT**  
**G. B. PANT ENGINEERING COLLEGE**  
**PAURI GARHWALI**

**ABSTRACT**

*This paper is conceptual and base on exploratory findings. The basic idea is to show-case implementation of leader's strategy in the organization. In that X organization in one department HOD was discipline and hardworking but He was availing all facilities him-self, like computers, Internet and others. He had kept photo state machine, printer in his department cabin only. His faculties were also looking for these facilities and amenities but he did not care. Gradually, tussle was growing between HOD and faculties. In spite of the fact, faculties requested to HOD but no faculty has been getting these facilities. It hindered the research and day-to-day work of faculty members. Now, all faculty members have decided to write an application to the Principle, Head of the Institution. He has listened them and told them that necessary action will be taken soon. Now, this paper has emphasized on the motivation and leadership of HOD of that particular department.*

**KEYWORDS**

Motivation, leadership

**INTRODUCTION**

The present case study is pertaining to the dissatisfaction of employees due to motivation and leadership.

**PROBLEM IN THE CASE STUDY**

- (1) Grievances of employee's dissatisfaction?
- (2) HOD leadership style in the case?
- (2) Needed leadership style by HOD towards employees?

**RESEARCH METHODOLOGY**

- secondary Research
- Conceptual study and Exploratory Research.

**ANALYZATION OF PROBLEMS BASED ON THEORIES**

(1) Employees were not satisfied because they were not getting sufficient facilities in the department. Like computer, internet, Printer etc. In spite of their complain he was not ready to provide the amenities.

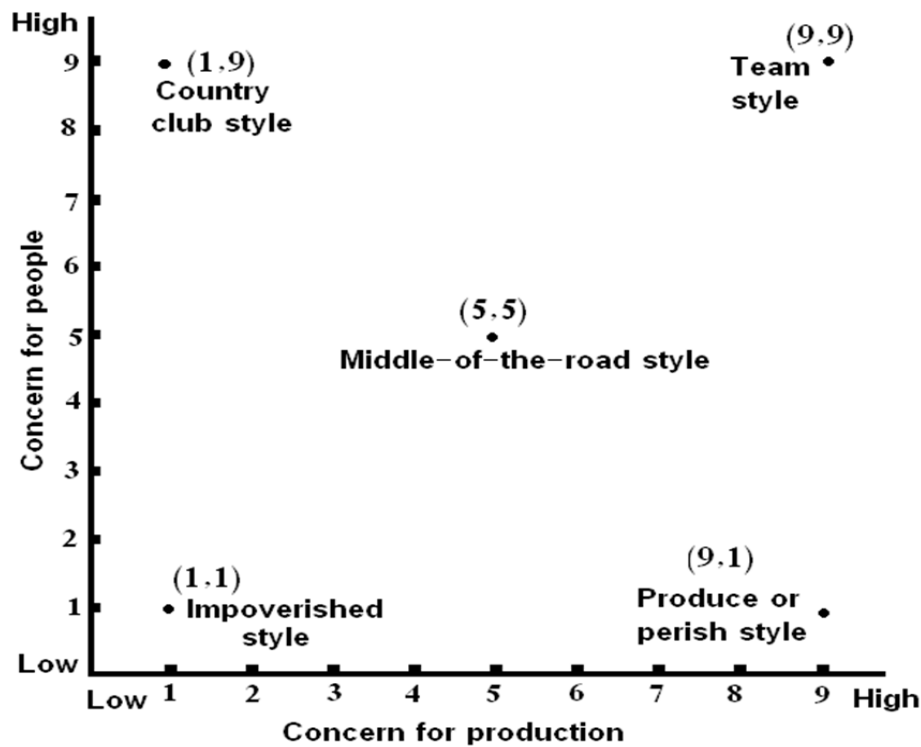
The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other.

Two-factor theory fundamentals: Attitudes and their connection with industrial mental health are related to Abraham Maslow's theory of motivation. His findings have had a considerable theoretical, as well as a practical, influence on attitudes toward administration. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to parallel Maslow's theory of a need hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker *satisfaction* at work, while another and separate set of job characteristics leads to *dissatisfaction* at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in unpleasurable dissatisfaction.

- **Motivators** (e.g. challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth, *and*
- **Hygiene factors** (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction, though dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary.

Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you *have* to then that is classed as "movement", but if you perform a work related action because you *want* to then that is classed as "motivation". (2) & (3) HOD Leadership styles and needed style with subordinates:-

FIG. 1



**UNDERSTANDING THE MODEL**

The Managerial Grid is based on two behavioral dimensions:

- **Concern for People** – This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.
- **Concern for Production** – This is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task.

• **Impoverished Leadership – Low Production/Low People**

This leader is mostly ineffective. He/she has neither a high regard for creating systems for getting the job done, nor for creating a work environment that is satisfying and motivating. The result is disorganization, dissatisfaction and disharmony.

• **Country Club Leadership – High People/Low Production**

This style of leader is most concerned about the needs and feelings of members of his/her team. These people operate under the assumption that as long as team members are happy and secure then they will work hard. What tends to result is a work environment that is very relaxed and fun but where production suffers due to lack of direction and control.

• **Produce or Perish Leadership – High Production/Low People**

Also known as Authoritarian or Compliance Leaders, people in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive workplaces. This type of leader is very autocratic, has strict work rules, policies, and procedures, and views punishment as the most effective means to motivate employees.

• **Middle-of-the-Road Leadership – Medium Production/Medium People**

This style seems to be a balance of the two competing concerns, and it may at first appear to be an ideal compromise. Therein lies the problem, though: When you compromise, you necessarily give away a bit of each concern, so that neither production nor people needs are fully met. Leaders who use this style settle for average performance and often believe that this is the most anyone can expect.

• **Team Leadership – High Production/High People**

According to the Blake Mouton model, this is the best managerial style. These leaders stress production needs and the needs of the people equally highly. The premise here is that employees understand the organizations purpose and are involved in determining production needs. When employees are committed to, and have a stake in the organization’s success, their needs and production needs coincide. This creates a team environment based on trust and respect, which leads to high satisfaction and motivation and, as a result, high production

**CONCLUSION**

Hence, In this particular case HOD was task-oriented rather than people-oriented. According to the Leadership-Grid Produce or Perish Leadership – High Production/Low People. Also known as Authoritarian or Compliance Leaders, people in this category believe that employees are simply a means to an end. Employee needs are always secondary to the need for efficient and productive workplaces. This type of leader is very autocratic, has strict work rules, policies, and procedures, and views punishment as the most effective means to motivate employees.

Now, If HOD want to make a cordial Relationship with Employees, HOD must be flexible and follow the following leadership style:-

Middle-of-the-Road Leadership – Medium Production/Medium People

This style seems to be a balance of the two competing concerns, and it may at first appear to be an ideal compromise. Therein lies the problem, though: When you compromise, you necessarily give away a bit of each concern, so that neither production nor people needs are fully met. Leaders who use this style settle for average performance and often believe that this is the most anyone can expect.

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