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A STUDY OF IMPACT OF LEADERSHIP ON MOTIVATION IN A GOVERNMENT AND A PRIVATE SECTOR ENTERPRISE

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ABSTRACT

Motivation and leadership are, arguably, the two fundamental topics that organizational researchers and practicing managers are interested due to the fact that motivation is the cause of leadership and leadership is the effect of motivation. In the first stage it is the motivation of the leader that influences the followers. On one side the individual's values, attitudes, habits, emotions and beliefs act as a steering system to the motivation process affecting leadership. On the other side the organizational environment with its variables affect the leadership. In the present study an attempt is made to study the impact of leadership on motivation among the employees of a Government General Hospital and Indo National Limited in Nellore district. The study is mainly based on primary data. Both the census and sampling methods have been used for the study. The overall analysis reveals that the motivation is more pleasant among the employees of Government General Hospital and Indo National Limited.

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KEYWORDS

Leadership, Motivation, Government Sector, Private Sector.

INTRODUCTION

The efficiency and effectiveness of organizations depend on the motivation of its employees. This is because the motivation affects individuals and groups in the organizations from the viewpoint of their morale, discipline, attitudes, aptitudes, and other behavioural dimensions including inter-personal relationships. Therefore, the leaders of organizations put forth their efforts to the best of their ability in motivating their employees at all levels so as to get the best out of them without much unsought consequences. In the present study an attempt is made to investigate the impact of Leadership on motivation in a Government and a private sector enterprise.

DIMENSIONS OF MOTIVATION

The theories of motivation can be perceived properly by understanding the concepts of natural sciences (biology, physiology, neurology, genetics) and also social sciences (sociology, anthropology, economics, history). An overview of different theories of motivation which have been evolved from different premises and with different objectives is presented hereunder.

1. The first approach to motivate people was based on hedonism principle – people seek comfort or pleasure and avoid discomfort and pain.
2. The second one is scientific approach to management– workers can be motivated through economic incentives and scientific methods(F.W. Taylor, Frank Gilbreth and H. L. Gantt).
3. At the third stage, Hawthorne studies (Elton Mayo) have postulated that human beings can be motivated by many things (like social) other than money.
4. Another approach is content view which emphasizes that the tension caused by unmet needs with a sense of deprivation and their encouraging productive behavior will satisfy them. The theories covered under this category are: Maslow's Need hierarchy, Alderfer's ERG Theory, Murray' Manifest needs, Herzberg's Two-factor theory, McClelland's Acquired Needs Theory.
5. Another issue is process view of Motivation. It emphasizes the process by which that motivated behaviour occurs. The most prominent among theories are: Expectancy Concern (Lewin and Talman) Valence/ Expectancy (Vroom), and performance-satisfaction (Porter and Lawler).
6. One more dimension is contemporary theories of motivation which include Cognitive Evaluation/ Self Perception(Heider, de Charms and Bern), Goal Setting Theory(Edwin Locke), Locus of Control (J.B.Rotter) dividing people into internals and externals, Equity Theory(Adams) based on the perceived input-outcome ratios, Attribution Theory(Kelley) which ascribes internal, external, and other causes to behaviour.
7. One more addition is Reinforcement Approach which explains the role of rewards in the motivational process. It is assumed that people tend to repeat behaviour for which they are rewarded and they tend not to repeat behavior for which they are not rewarded (Skinner). Hedonism and reinforcement has a close relationship. Normally pleasure (hedonism) and reward are appreciated by people.

DIMENSIONS OF LEADERSHIP

To lead means to guide, direct and proceed. Leadership is a process of influencing the behaviour, beliefs and feelings of the members of a group. The functions of leadership however, cover wide range of activities like coordinating, decision-making, policymaking, group representing, controlling, arbitrating, etc. Leadership, not being a single phenomenon, is affected by many variables and involves with several skills like technical, human, conceptual, designing, creative, communicative and decision making. The main aspect of influencing people by a leader is the power, which has many sources. The leadership effectiveness covers the personality of leader, past experience, expectations of superiors, the characteristics of subordinate's, the requirements of the task, and the organisational climate and policies.

Twentieth century has witnessed several theories on leadership which is a complex concept having a bearing on motivation, morale, organizational climate, human relations, and communication. The ability to influence people in a group is indispensable in organizations. Beginning with scientific management the evolutionary process of leadership can be traced with three theories viz., trait theory, behavioural theory and contingency theory. The trait theory has been put to rigorous research by Byrd, Jennings, Gheselli, Stogdill etc., and resulted in the development of behavioral theory. Likert's system 4 theory, McGregor x and y theory, Continuum theory of Tannenbaum and Schmidt, etc. has opened new vistas on the behavioural dimensions of leadership. The confusion and

controversy of trait and behavioural theories have given way to the contingency models of leadership like Fiedler's contingency model, Vroom and Yetton contingency model, path goal theory, life cycle theory, tri-dimensional model, learning model, etc.

IMPACT OF LEADERSHIP ON MOTIVATION

Motivation and leadership are, arguably, the two fundamental topics that organizational researchers and practicing managers are interested due to the fact that motivation is the cause of leadership and leadership is the effect of motivation. In the first stage it is the motivation of the leader that influences the followers. On one side the individual's values, attitudes, habits, emotions and beliefs act as a steering system to the motivation process affecting leadership. On the other side the organizational environment with its variables affect the leadership. The prime concern of the managers of today, thus, is to motivate employees and also sustain it in a given organizational environment so as to achieve the goals of both the individuals and organization. This certainly needs good leadership among managers. It is only in recent years much effort has been made to identify the specific relationships and the methods through which the harmony between motivation and leadership is brought. Much more, the present employees indeed are a new breed having been influenced by the changes in social, political and economic environment carrying with them new needs values, and habits than their predecessors. Further, in the light of knowledge explosion, the earlier incentive systems, motivational packages, and leadership methods in organizations do not seem work well. The dedication, duty mindedness, involvement in the job with creativity of employees which are normally expected by the management, do not seem to come out from a few financial and non financial incentives as was believed earlier. As a result, the search for new findings, models, theories and approaches is being continued. For that reason motivating the employees is becoming a tough job to the managers.

STATEMENT OF THE PROBLEM

The specific findings of one research in a particular area and in a particular organization may not be totally relevant to other organizations. Hence, there is a need for the investigation of the problem like impact of leadership on motivation. In the present study an attempt is made to examine the impact of leadership on motivation in different levels of employees in a Government General Hospital and Indo National Limited in Nellore district.

OBJECTIVE OF THE STUDY

The objective of the study is to analyse the impact of leadership on motivation among the employees of Government General Hospital and Indo National Limited in Nellore district.

HYPOTHESIS

The Null Hypothesis formulated and tested is that there is no significant difference of impact of leadership on motivation among different levels of employees of Government General Hospital and Indo National Limited.

RESEARCH METHODOLOGY

The study is mainly based on primary data. The primary data are collected from the employees of service and manufacturing sector organizations, i.e., in Government General Hospital (henceforth GGH) and Indo National Limited (henceforth INL) in Nellore district, by making personal visits through a schedule prepared for this purpose. The present study confines to Higher, Middle, and Junior hierarchical levels in GGH and INL employees. Towards this (Grade-1) doctors, managers are treated as higher level, (Grade-2) assistant officers are treated as middle level and (Grade-3) clerical staff are treated as junior level.

Both the census and sampling methods have been used for the study. At the first stage, select organizations in Government General Hospital Head quarter and Indo National Limited in Nellore have been taken for the study. These two organizations thus constitute the census part of the survey. In all the Government General Hospital head quarter. There are 300 employees among which 34 per cent (103) in three layers, consisting of 56 doctors, 27 assistant officers and 20 clerical staff. Out of in the Indo National Limited there are 429 employees 34 per cent (149), in three layers consisting of 47 managers, 56 assistant officers, and 46 clerical staff.

In the present study, a schedule is used for the data collection. It is designed to know the opinion on factors relating to impact of leadership on motivation. It consists of forty items and also name, organisation and designation. Responses were solicited on a 5-point scale, ranging from Strongly Agree (5), Agree (4), Moderately Agree (3), Disagree (2) to Strongly Disagree (1). The data collected through the schedule have been processed and the results are tested with the hypotheses by employing appropriate statistical tools like mean, standard deviation, 't' values etc.

RESULTS AND DISCUSSIONS

In order to know the difference of impact of motivation among the employees of GGH and INL the data is interpreted, presented in the following paragraphs.

With a view to find out the impact of leadership on motivation differences between middle and junior level employees of GGH as well as INL, the mean (\bar{x}) and standard deviation (S.D). Further, with an intent to find out significant difference between the 't' test was computed.

IMPACT OF LEADERSHIP ON MOTIVATION GOVERNMENT GENERAL HOSPITAL AND INDO NATIONAL LIMITED EMPLOYEES:

TABLE – 1: IMPACT OF LEADERSHIP ON MOTIVATION IN GGH AND INL EMPLOYEES

Organizations	N	Mean	S.D	't' Value
GGH	103	149	37.7	1.316
INL	149	155	32.3	

Source : compiled from field survey. Note: N = number of observed employees

It is evident from the Table 1 that the INL employees have shown slightly higher impact of leadership on motivation than the GGH employees as the mean score of the INL employees (155) is being marginally higher than the mean score of the GGH employees (149). As the calculated 't' value (1.316) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference of impact of leadership on motivation among GGH and INL employees" is accepted.

JOB LEVEL - IMPACT OF LEADERSHIP ON MOTIVATION:

Job level is the important factor that affect the impact of leadership on motivation. It is because the higher the job level, the greater the responsibility, authority, central pay and vice-versa. Hence, it can be presumed that the employees at higher level would work hard rather than the employees of the lower level. Further, it can be assumed that the impact of leadership on motivation for reaching the higher position for the people who are at the higher job level would be greater than the people at the lower level. As such, the study to trace out the relationship between job level and impact of leadership on motivation would not only be interesting but also vital.

TABLE – 2: IMPACT OF LEADERSHIP ON MOTIVATION OF MIDDLE LEVEL GGH AND INL EMPLOYEES

Organizations	N	Mean	S.D	't' Value
GGH Middle Level	27	143	40.3	1.05
INL Middle Level	56	152	27.3	

It is evident from the Table 2 that the INL middle level employees have shown higher impact of leadership on motivation than the GGH middle level employees as the mean score of the INL employees (152) is being higher than the mean score of the GGH employees (143). As the calculated 't' value (1.05) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on impact of leadership on motivation" is accepted.

TABLE – 3: IMPACT OF LEADERSHIP ON MOTIVATION IN GGH AND INL JUNIOR LEVEL EMPLOYEES

Organizations	N	Mean	S.D	't' Value
GGH Junior Level	20	157	33.2	0.226
INL Junior Level	46	159	32.9	

It is evident from the Table 3 that the INL junior level employees have shown higher impact of leadership on motivation than the GGH junior level employees as the mean score of the INL junior level employees (159) is being higher than the mean score of the GGH junior level employees (157). As the calculated 't' value (0.226) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on impact of leadership on motivation" is accepted.

TABLE – 4: IMPACT OF LEADERSHIP ON MOTIVATION IN MIDDLE AND JUNIOR LEVEL GGH EMPLOYEES

Job level	N	Mean	S.D	't' Value
Middle level	27	143	40.3	1.304
Junior level	20	157	33.2	

It is evident from the Table 4 that the GGH junior level employees have shown higher impact of leadership on motivation than the GGH middle level employees as the mean score of the junior level (157) is being higher than the mean score of the middle level employees (143). As the calculated 't' value (1.304) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among inter levels of GGH employees on impact of leadership on motivation" is accepted.

TABLE – 5: IMPACT OF LEADERSHIP ON MOTIVATION IN MIDDLE AND JUNIOR LEVEL INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
Middle level	56	152	27.3	1.153
Junior level	46	159	32.9	

It is evident from the Table 5 that the INL junior level employees have shown slightly higher impact of leadership on motivation than the middle level employees as the mean score of the junior level (159) is being marginally higher than the mean score of the INL middle level (152). As the calculated 't' value (1.153) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among inter levels of INL employees on impact of leadership on motivation" is accepted.

IMPACT OF LEADERSHIP ON MOTIVATION LEVELS

The impact of leadership on motivation of employees is classified as high, moderate and low. The scores of the employees are arranged in descending order. The categorized 'high impact scores' were taken as 200-160, moderate impact scores were taken as 160-120, and low impact scores were taken as 120-80 are arranged.

TABLE – 6: HIGH IMPACT OF LEADERSHIP ON MOTIVATION IN GGH AND INL EMPLOYEES

Organization	N	Mean	S.D	't' Value
GGH	21	184	13.5	0.868
INL	44	181	12.0	

It is evident from the Table 6 that the GGH employees under high impact of leadership on motivation have shown higher impact than the INL employees under high impact of leadership on motivation as the mean score of the GGH employees (184) is more than the mean score of the INL employees (181). As the calculated 't' value (0.868) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 7: MODERATE IMPACT OF LEADERSHIP ON MOTIVATION IN GGH AND INL EMPLOYEES

Organization	N	Mean	S.D	't' Value
GGH	11	143	10.1	0.561
INL	35	141	11.0	

It is evident from the Table 7 that the GGH employees under moderate impact of leadership on motivation have shown higher impact than the INL employees under moderate impact of leadership on motivation as the mean score of the GGH employees (143) is more than the mean score of the INL employees (141). As the calculated 't' value (0.561) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 8: LOW IMPACT OF LEADERSHIP ON MOTIVATION IN GGH AND INL EMPLOYEES

Organization	N	Mean	S.D	't' Value
GGH	15	104	16.3	2.526
INL	23	117	14.2	

It is evident from the Table 8 that the INL employees under low impact of leadership on motivation have shown higher impact than the GGH employees under low impact of leadership on motivation as the mean score of the INL employees (117) is more than the mean score of the GGH employees (104). As the calculated 't' value (2.526) is less than the critical value, it is not significant at 0.01 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is rejected.

JOB LEVEL AND IMPACT OF LEADERSHIP ON MOTIVATION

Every job level is effect the impact of leadership on motivation is classified as high, moderate and low impact with a view to find out difference between job level of employees of GGH and INL.

TABLE – 9: HIGH IMPACT OF LEADERSHIP ON MOTIVATION IN MIDDLE LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Middle level	11	184.5	14.7	0.453
INL Middle level	21	182.2	11.4	

It is evident from the Table 9 that the GGH employees under high impact of leadership on motivation have shown higher impact than the INL employees under high impact of leadership on motivation as the mean score of the GGH employees (184.5) is marginally higher than the mean score of the INL employees (182.2). As the calculated 't' value (0.453) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 10: MODERATE IMPACT OF LEADERSHIP ON MOTIVATION IN MIDDLE LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Middle level	6	138.2	10.3	0.433
INL Middle level	25	140.4	13.3	

It is evident from the Table 10 that the INL middle level employees under moderate impact of leadership on motivation have shown higher impact than the GGH middle level employees under moderate impact of leadership on motivation as the mean score of the INL middle level employees (140.4) is marginally higher than the mean score of the GGH middle level employees (138.2). As the calculated 't' value (0.433) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 11: LOW IMPACT OF LEADERSHIP ON MOTIVATION IN MIDDLE LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Middle level	10	100.9	17.1	2.859
INL Middle level	10	116.8	4.1	

It is evident from the Table 11 that the INL employees under low impact of leadership on motivation have shown slightly higher impact than the GGH employees under low impact of leadership on motivation as the mean score of the INL employees (116.8) is marginally higher than the mean score of the GGH employees (100.9). As the calculated 't' value (2.859) is less than the critical value, it is significant at 0.01 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is rejected.

TABLE – 12: HIGH IMPACT OF LEADERSHIP ON MOTIVATION IN JUNIOR LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Junior level	10	183.6	12.7	1.12
INL Junior level	23	188.9	12.0	

It is evident from the Table 12 that the INL employees under high impact of leadership on motivation have shown higher impact than the GGH employees under high impact of leadership on motivation as the mean score of the INL employees (188.9) is marginally higher than the mean score of the GGH employees (183.6). As the calculated 't' value (1.12) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 13: MODERATE IMPACT OF LEADERSHIP ON MOTIVATION IN JUNIOR LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Junior level	5	149.4	5.9	1.616
INL Junior level	10	142.9	9.6	

It is evident from the Table 13 that the GGH employees under moderate impact of leadership on motivation have shown higher impact than the INL employees under moderate impact of leadership on motivation as the mean score of the GGH employees (149.4) is marginally higher than the mean score of the INL employees (142.9). As the calculated 't' value (1.616) is less than the critical value, it is not significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is accepted.

TABLE – 14: LOW IMPACT OF LEADERSHIP ON MOTIVATION IN JUNIOR LEVEL GGH AND INL EMPLOYEES

Job level	N	Mean	S.D	't' Value
GGH Junior level	5	109.8	14.4	1.152
INL Junior level	13	117.3	3.5	

It is evident from the Table 14 that the INL employees under low impact of leadership on motivation have shown higher impact than the GGH employees under low impact of leadership on motivation as the mean score of the INL employees (117.3) is marginally higher than the mean score of the GGH employees (109.8). As the calculated 't' value (1.152) is less than the critical value, it is a significant at 0.05 level. Hence, the null hypothesis of "there is no significant difference among different levels of GGH and INL employees on the degree of impact of leadership on motivation" is rejected.

CONCLUSIONS

- There is no significant difference of impact of leadership on motivation among GGH and INL employees.
- There is no significant difference among GGH and INL employees on different levels of impact of leadership on motivation.
- There is no significant difference among middle levels of GGH and INL employees on the high and moderate degree of impact of leadership on motivation but not at low impact of leadership on motivation.
- There is no significant difference among junior levels of GGH and INL employees on the degree high and moderate impact of leadership on motivation but not at low impact of leadership on motivation.

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