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IMPACT OF FRONTLINE LEADERSHIP CHARACTER ON EMPLOYEES' BEHAVIOUR IN ORGANIZATIONS IN RIVERS STATE

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ABSTRACT

The study x-rayed the impact of frontline leadership character on employees' behaviour in organizations in Rivers State. Frontline leadership character has great impact on employees' behaviour in any organizations. The success or failure of any organization solely depends on competencies of a leader in his workplace performance. Hence, organizations are searching for frontline excellent leadership character with motivational and transformational qualities for the survival of their organizations in the 21st century knowledge economy. The study discusses concept of organizations, different types of leadership, styles and concept of employees' behaviour. The researcher also examines five most-have Traits of Great Leaders, and competency gaps of frontline leadership in work place. Thus, the paper points out that leadership character can either be positive or negative on the employees' behaviour and this directly affects performance in the organization. Hence, the study concludes and recommends; that Organization should make policy that will enhance training for Frontline leaders on issues of leadership styles, Frontline leaders and employees should exhibit good character to avoid conflicts, and management should formulate and implement good policies that will bring good character behaviour higher performance in organizations.

Keywords: Frontline Leadership, Leadership Styles, Character, Organizations, Employees' Behaviour.

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INTRODUCTION

Frontline leadership is the level of managerial leadership that oversees organization's primary production activities, and they are critical to the organization. The study is all about "Impact of Frontline leadership character on the employees' behaviour in organization in Rivers State". Frontline leaders have impacted negative behaviour on the employees' character in their leading of which the organization and customers are negatively affected. According to Northhouse (2007) and Rowe (2007), leadership is the acts of leading a person or group of persons to achieve the set goal of the organizational. Presently, organizational leadership has moved from 20th century leadership which was analog to 21st century digital leadership, and

most leaders have not really bought into this new digital leadership which has so many challenges and problems. They need to prepare for all these unforeseen events that follow. Employees have made lots of sacrifices in the organization but no good reward has been given them, employees are not happy and no job satisfaction (Lock, 1976).

Employee deserves a corresponding response from the organization and should get job satisfaction (Adeyemo, 2000). But this is not the case of an employee of the Frontline leaders. Employees' have put in their best but frontline leadership has no respect of their efforts. They need to be positively rewarded accordingly, but that is not the case. They are demotivated from day to day, no job satisfaction; hence their interest in the job is no more there. Employees suffer from lack of motivation, bad character exhibition, no ethical behaviour, poor salary, delay in salary and bonuses, no professional training, no educational grants, housing allowance, poor transport allowances, delay in promotion and no benefit attached to it.

Children of employees are driven from school because of lack of payment of school fees. They cannot meet up with the present cost of living. Up till now, so many employees are owing six to one year house rent because of poor salary, and many have been driven out of their rented place. In such a situation, how do you expect them to give their best? This is not possible. Frontline behavioural characters has chased many employees out of the organization, hence the success of the organization is at stake. These bad character life from Frontline leadership have caused low turnout in organizational productivity; and as result, the organization will it difficult to pay staff salary.

The presenter sees the word "*organization as a place that is well organized, but where employees are demotivated, paid poor salary, no happiness in the workplace, no job satisfaction, conflicts and confusions that work environment cannot be regarded as an organization.*" Frontline leadership has turned the organization to a trouble workplace because of their inability to handle organizational conflicts. They have in addition, killed the employees' moral through bad character, weak leadership, weak cultures, no professional skills, no training opportunity etc. Also, they have no knowledge in motivational strategies, transformational leadership skills and how to handle organizational conflicts. Hence, employees and management continue to suffer because of their bad leadership. Top management have been disappointed so many times on how negative behaviour has imparted on the employees work life. Customers on their part are experiencing the same pains due to bad character from Frontliners. Hence, it is a wrong habit to give Frontline leadership position to anybody for any selfish reason. Do not forget that frontline leaders have charisma, skills resilience to be a leader. Hence, organization that wants to survive in this critical business changing and challenging time must avoid politics, personal gains, and look for a good character, skillful, motivational and transformational leaders who has good leadership qualities so as to achieve its set goals and objective.

The office of Frontline leadership is not an easy task, it need a skillfully trained person who is ready to make sacrifices including spending long hours in the business. Many have stepped into the office and failed, but only very few have succeeded. Exhibiting good character from employees in an organization for achieving organizational goals and objectives solely depends on frontline leadership behaviour in the organization. Hence, Frontline leaders need to have good and positive behavioural character, experience, professional training, skills so as to influence employees' character positively which will result in higher productivity. Thus the study searches for a good character, motivational, skillful, and transformational frontline leadership person that can influence employees positively for higher performance in the organization. The character of a person signifies the personality of the person. One is not different from his or her character which has great impact on the employees' behaviour in the workplace. Furthermore, Frontline leaders should

be aware that the employees' character behaviour lies in their hands, which has great impact on the organization. It can either be positive or negative depending on the leadership style used.

Background to the Study

Frontline Leadership Character has greatly impacted negative character on the employees, thereby resulting to low productivity in the organization. According to Jenkins (2003), the basis of a good leadership is strong character and self-devotion to the organization. At present, organizations are losing key staff to other companies due to bad leadership. Ololube (2013) stated that there is need for effective planning and supervision for any organization to achieve her goals and objectives. Frontline lacks effective planning, supervision, motivational strategies and good characters that will influence employees' characters positive. Employees are highly demotivated due to lack of positive encouragement from Frontline leadership character. Furthermore, the bad character of frontline leaders have impacted low turnout in organizational productivity. The organization cannot pay staff salary, bonuses are not paid, no professional training programme, etc. on the part of employees the following are recorded: lateness to work, absence from duty, conflicts, hatred, no good team work, lack of commitments to mention but a few.

The sole aim of any organization is to make profits in any situation. Higher productivity in an organizational leadership comes as a result of effective employee motivation by Frontline leadership character. It would be painful for any employer or director to have his/her experienced performing employee adding to his/her wealth of experience move to another organization due to lack of good character exhibited by Frontline leadership behaviour. This unhappy employee will surely contribute to the failure of the organization unknowingly. The motivated and satisfied employee will show high commitment to the goals and objectives of the organization. Management on their part should be aware that in this quick changing and challenging time, it is only an organization that shows greater concern on good characteristic behavioural frontline, employees' good welfare systems, job security that will survive. Hence, this article is all about impact of frontline leadership character on employees' behaviour which can either be positive or negative in the organization. Direct line managers (Frontline leaders) need to be fast in their thinking to be aware on how their negative character have affected employees' behaviour negatively, while the organization suffers greatly. This article also, examines ways on how the impact of Frontline leadership character on employees' behaviour in an organization impacts positively or negatively. Organizational higher productivity streams from when Frontline leadership exhibits good character, show highly motivational skills and strategies in leadership styles in the establishment. Current business, demands that Frontline leader need to apply different strategies of motivating employee to direct his/her behaviour to achieve organizational goals and objectives.

CONCEPT OF AN ORGANIZATION

An organization is a group of people, such as an institution, associations, church, that has a particular purpose. Business dictionary, defines an organization as a social unit of people that is structured and managed to meet a need or to pursue. Osifo (2012) stated that organization is a social entity where people are systematic structured and managed to meet a set target on an endless basis. According to Chand (2018), organization constitute formal structure with designated authority and clear responsibility, through which various analysis are engraved. An organization can be seen as a place where employees work together for their daily,

weekly and monthly payment. Akinefenwa (2009, p. 4), opined that environment called organization where staff works affects the staff in their thought, feelings and activities, hence their actions also influence the organization vis-à-vis. Cambridge English dictionary defines “organization” as a group of people who work together in an organized way for a shared purpose. The researcher sees an organization as a peaceful place where management takes care of employee and work in harmony. The researcher opines that if management spends so much money on materials and equipment and pays no attention to employees’ welfare, that workplace is not an “organized place” or an “organization” because there will be no peace in the work place, and cannot be called an organization. The researcher further defines an organization as an organized place, where the management takes good care of the employee in terms of good motivational strategies, and job satisfaction. The paper also opines that an “organization is a place that is well organized where management does not door carpet the employee in terms of motivation”. If employees’ welfare are not met, and no job satisfaction, there would be conflicts, lateness to work, envy, hatred etc. and such a place is viewed as a “crisis organ of an organization” because the quality to be called an organization is not found. Hence, organizational goals and objectives cannot be achieved.

In every organization there is a leader who leads other managers and supervisors to manage the scarce resources (materials and human capital) of the organization (Bass, 2000, p. 10). A good manager should be able to organize all resources (materials and human beings) to accomplish the set goal of the establishment. All organizations have a management structure that determines relationship between the different activities and the members subdivides and assigns roles, tasks, and authority to carry out different tasks. Leaders should not overlook organizational behavior of staff especially when they are unhappy. These will greatly influence the input and the output of the organization. The feelings of the staff should be of primary concern of the leader. Managers should try to know their feelings to avoid conflict in the workplace. Managers should not only be bothered about spending money on machines, equipment etc and forget the psychological aspect of the staff. If one buys all types of costly machines, equipment and tools in a production company, and pays no concentration to the staff welfare, their impact will degenerate drastically.

Concept of Organizational Work Behaviour

Every organization has work behaviour according to Ivancevich, Konopaske and Matteson (2007). Organization work behaviour can either be positive or negative depending on the leadership styles used and the situation at that time. Every place of work has its atmosphere, environment, policy and employee. All these greatly affect work environment, especially Frontline leadership. If the leader has no skill, lack motivational life and has no knowledge of frontline leadership, then there would be no peace. An efficient and peaceful working environment is created by people’s attitude in the workplace. These include the behaviour of employees, employers and the customers. Generally, work environment is meant to be:

- **A place of confidentiality.** Never break your Frontline leadership trust. Stop exposing the secret of the organization to your friends and outsiders. Let your leader trust you in all ramifications. Do not submit fake bills to get more money. Individuals with such behaviour, finds it extremely difficult to survive in the long run. Such a behaviour will not only tarnish an individual’s image but also speak ill of his family background and upbringing.
- **A peaceful workplace.** Leaders and employees should try their best to maintain peace in the organization. No organization can survive in a crisis environment. Staff

behaviour at work can affect the company's health. Less than exemplary conduct could cost the company money, and it could cost you your job.

- **An Image builder.** Employees are the logo of the business, and the public forms an opinion of the organization based on employees' conduct. Customers should be treated in a well behaved manner so that you one continue to do business with them. Do not forget, customers will also share the same bad experiences with other people, this could have a considerable impact on the company's revenue if customers and potential customers stay away.
- **A Timely Place.** Bad character at the workplace is distracting for other employees and interrupts the workflow. This lost time is expensive for the employer.
- **A place of commitments.** It is a place of commitment and a place of exhibiting good character and good behaviour. Employee should be committed to gain importance in the organization.
- **Keep secret.** A careless display or intentionally sharing information could be disastrous and consequence create legal and financial problems for a company. The employee responsible for such damages could face legal action in addition to termination.
- **A Friendly Working environment.** Proper office conduct is also important when interacting with co-workers. Polite behavior between employees creates a pleasant working environment. Negative attitudes can cause misunderstandings and differences, which can create a hostile workplace. This could lead to multiple problems for the employer, such as low productivity, loss of employees and possible legal action.

Concept of a Leader

A leader is someone that leads a team or a group of people, be it in a company, education, church or society. Abbasialiya (2010) explained that leading is everything a leader does that affects the achievement and objective and the well-being of employees and the organization. The act of leading is called leadership. Leadership is a process by which a person influences others to accomplish a goal and direct the organization in a way that makes it more organized. In an organizational setting, there are different types of leaders. Each leader has its leadership style. Leadership is a process whereby an individual influence a group of individuals to achieve a common goal.

Concept of Frontline Leadership

Frontline Leadership (Frontline manager) is the level of management that oversees primary production activities. Frontline managers are the managerial foot soldiers, responsible for many organization's critical day to day operations. Part of their duties is to motivate employees who perform those critical production duties. According to Northhouse (2007) and Rowe (2007), Leadership is defined as the act of leading someone or a group of people to achieve a predetermined set goal and objective of an organization. Leadership simply means inspiring, directing and motivating people to put in their best to achieve a desired result.

According to Jones and George (2009), leadership is the process by which a person exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organizational goals. Thus, when leaders are effective in the organization, the influence they exert helps the organization to achieve their performance goals through effective implementation. Leadership involves developing and communicating a vision for

the future, motivating people and securing engagement (Armstrong, 2012). To Burns (2009), a leader is expected to mobilize all the resources towards establishing goals in the most economical and profitable manner. Asubiojo, Adewusi and Oyediran (2005) define leadership as the art of exerting special influence on people so that they can strive willingly and enthusiastically achieve group goals. This special influence is in the charisma of the leader which makes the followers to carry out their responsibilities without being forced in any way. Good leadership makes the difference in the establishment because it engages behaviours that develop good organizational climate that supports workers achievement of the organizational goals.

In sustaining development, leadership is the most important aspect in an organization because it gives positive direction to the use of human capital and other resources appropriately for nation building. Hence, to lead is not just a mere work but a serious task. To lead is to guide, to conduct, direct and protect others. Therefore, leadership is the ability to surrender all privileges for the good of others. Leaders are always contributing to the changes in the society. According to Asubiojo et al. (2005), leadership connotes so many things put together, it is a discipline, it is an activity etc. According to Ololube (2013), leadership involves a type of responsibility aimed at achieving particular ends by applying the available resources (human and material) and ensuring a cohesive and coherent organization in the process.

However, in Nigeria today leaders behave as if the world revolves around them, being opportune to have been in position of authority, close to power or being at the helms of affairs in different segments of the society. The researcher describes a leader as a strong and energetic personality having good emotional ability that is able to influence a group of people towards achieving set goals. According to Kazim (2004), leadership is the focus of activity through which the goals and objectives of the organization are accomplished. It involves influencing or directing people's efforts towards the achievement of some specific goals and objectives at minimum cost. Leading others is done through guiding, conduct, direct contact and precedence having considered people's feelings, likes, dislikes, desires and customs. Duties include:

- Recruiting and hiring talents to fill team positions
- Providing training and support to new hires
- Professional development
- Team building to all team members
- Good Communicating strategies and feedback
- and ensuring understanding of functional or departmental goals
- Monitoring individuals and teams
- Identifying the need for corrective actions
- Ensuring quality standards for all processes
- Evaluating overall team and individual performance and delivering performance reviews
- Engaging and coordinating with other line managers across the organization
- Providing reports on productivity and other performance indicators to management.

Importance of Frontline Leadership

Good Frontline leaders are actively involved with their team members, providing support, offering encouragement, and delivering positive and constructive feedback on a daily basis. Frontline leaders (managers) directly influence employees' satisfaction and engagement as a

result; organizational productivity and even customers satisfaction are recorded. Frontline leadership or Line manager ensures that new programs are implemented in a timely and effective manner. Additionally, they identify problems with the strategic execution programs. The inputs of frontline managers are essential for organizational learning. Talent development is a key priority for any organization, and line leaders have a good bit of control over the identification, development, and promotion of talented professionals on their teams. The next generation of line managers always comes from these teams.

Challenges Facing University Leadership in 21st Century

According to Lewis, Goodman, and Fandt (1995), Current organizations have challenges and these will put heavy burdens on the leadership. Frontline Leadership has a lot of challenges in their leadership role in this 21st century, are not limited to:

- Changes in Technology
- Enterprise Risk Management
- Funding
- Over population/admissions
- Exploring data Storage
- Customer service
- Lack of Motivational Strategies
- Climates change
- Kidnapping/occultism
- Significant responsibility for overall operations, often with limited resources
- Long hours on the job
- Navigating frequent employee turnover. Many line managers are in perpetual hiring and training mode, making it difficult for them to implement operational improvements or increase performance versus productivity targets
- Constant pressure to minimize expenses and maximize output.
- Uncertainty about the future,
- Financial management
- Monitoring performance,
- Regulation and compliance,
- Competencies and recruiting the right talent
- Leadership Skills
- Motivational Strategies
- Professionalism
- Good Business environment

Five Most – have Traits of a Good Frontline Leadership Styles

Adeyemi (2011) highlighted different types of organizational leadership. Leadership styles can be positive or regular. Avolio and Gardner (2007) have identified five most-have positive Traits of a good Frontline leader. Their main ideas are encouraging and maintaining optimal levels on followers' performance, through the promotion of virtuous and eudemonic behaviors. They are: Transformational, Servant, Spiritual, Authentic, and Ethical. They also identified five common components to all these forms:

- A positive moral outlook

- Leader's self-knowledge
- Positive modeling of the followers' behavior
- Personal and social identification of followers with the leader and the group
- Positive social exchanges between the leader and the followers.
- **Transformational leadership:** According to Bass (2007), Transformational leaders are capable of motivating their employees to transcend their own individual interests, to guide their character to achieve collective goals. Transformational leaders integrates four essential factors: *idealized influence, inspirational motivation, intellectual stimulation, and the individualized consideration of the followers*. Transformational leadership have a positive effect on individuals and group variables, such as employee engagement, motivation and the efficient execution of tasks as well as variables related to the overall organizational effectiveness and performance of a company.
- **Servant Leadership:** Robert K. Greenleaf, the father of the servant leadership is one who places the needs, aspirations, and interests of his followers over his own. His/her main aims are to serve others first for the success of the organizational goals.
- **Spiritual Leadership:** The theory and model of "spiritual leadership." Based on a number of identified qualities such as the presence of set life goals, deeply rooted moral convictions, high intellectual ability, social skills and a unique orientation to the development of values in others, this model incorporates elements associated with the capabilities, needs and interests of both the leader and their followers, as well as the objectives and goals of the organization.
- **Authentic Leadership:** Authentic leaders are those endowed with deep moral convictions, whose behavior is strongly inspired by these ethical principles for the benefit of the group. Greatly aware of their thoughts, emotions, skills, value system and perception by others, they possess high doses of confidence, optimism, hope, resilience, and moral strength and avoid behaving inconsistently even when these might be uncomfortable for their followers. Authentic leaders have positive psychological capital, moral perspective, self-knowledge, and self-regulation of behavior.
- **Ethical Leadership:** Ethical leadership increases normal appropriate behaviors, in the employee, through personal actions and interpersonal relationships between them and the leader, using a reward system and transparent communication.

Competence Skills of Frontline Leadership

The aims of leadership skills in organizations are to effectively motivate employees so that the goals and objectives will be achieved. Below are these positive skills:

- **Transformational leadership skills.** Is capable of changing the business into a results orientated one.
- **Emotional skills.** Managers who remain aware of their strengths and preferences and who understand their own weaknesses, quirks, and development needs are better equipped to make day-to-day decisions and interact effectively with others who have different personalities.
- **Influencing.** Effective managers are able to accomplish goals by affecting the actions, decisions, and thinking of others, persuading them effectively to gain cooperation and get things done to achieve desired outcomes.
- **Motivating.** The most successful managers are able to inspire commitment, recognize and reward the contributions of others, and guide direct reports to complete work,

especially when goals are unclear. This may include motivating others to exceed expectations or put in extra effort — without monetary incentives.

- **People Management.** One of the main skills of frontline leadership is to lead the team by working with them and assisting them do their best on the job.
- **Team Work.** Frontline leader is a team builder and also a member of the team. He or she gives direction, support, ensuring that every member of the team is able to do their part in the smooth running of the company and are often the voice of upper management to team members. Without debate, he or she is the most important person in the business.
- **Communication skills.** For a frontline manager, communication skills are really important. Be a good listener, able to communicate well with your manager, but also with your team and with customers, write clearly so that one can able to read.
- **Friendliness.** Relating well to people, developing strong working relationships with managers and superiors, managing internal stakeholders.
- **Problem Solving.** One of outstanding skills is problem solving. Whenever a member of staff has a problem, their frontline manager is there to help them solve it.
- **Learning abilities. Easy to learn,** seek out diverse experiences, and quickly applying lessons learned to new challenges. He/she being able to integrate lessons learnt and adapt to the environment by recognizing/analyzing, and address new problems.
- **Political.** Navigating organizational politics to achieve goals is a key competence for managers
- **Customer Service.** A Frontline leader is the person having interface with the customers in terms of complaint or problem. He/she handles customers' problems and will not allow it to escalate to upper management. The direct line also solves problems coming down from management regarding your team, which you will need to resolve.

Impact of Frontline Leadership Character on Employees' Behaviour in an Organizational

Character is the foundation of any organizational leadership and this has great impact on the organization. Character exhibition whether positive or negative has great impact on organizational behaviour. Managements of many organizations are searching for unquestionable leadership characters that will lead them in this 21st century. Leadership character has positive or negative impact on the organizational performance of any organization. A lot of successes and failures recorded in an organization solely relies on the character. No matter the type of money invested; and type of leadership styles used eg Autocratic, Charismatic, Transformational, Situational, etc, without good character that organization will not survive, hence there is need for good character behaviour/formation. Character cannot be measured, but the success and failure of any organization can be seen.

Negative Behaviour of Frontline Leadership Character on Employee Behaviour in a workplace (competencies gaps)

Avolio and Gardner (2005), Mariama-Arthur (2014), and Woolley, Caza and Levy (2011) concluded that a negative leader does not supports his/her employees and not is there for them when they need him or her the most. Frontline leadership character has greatly impacted negative characters on the employees' behaviour in the organization. Employees are not happy, salaries very low, late payment of salary and bonuses, no professional training, employees' children are out of school because of none payment school fees, high cost of

living etc. According to Malachy and Orji (2003), employees have no job security. These bad behavioral character of frontline leaders have caused lower productivity in the organizational. Furthermore, these bad characters from the frontline leaders have also impacted negatively on the employees character resulting to: lateness to work, absence from duty, conflicts, hatred, no good team work, lack of commitments to mention but a few. Thus, the organization is in great pains because of bad employees' character caused by Frontline leadership character. Some of the bad character from frontline leadership are:

- Lack of self-awareness(Not know his strengths and weaknesses)
- Not transparent (not having a clear leadership philosophy)
- Not a good listener
- Bad Ethical behavior (impacting negative on employee)
- Not trustworthy (not treating others with respect and not keeping your word)
- Not Supportive (lacks appreciation and not supportive)
- Not empowering employees (not giving your followers freedom and choice.
- Not promoting self-determination in his/her followers by not showing them how to done it.
- Not encouraging positive emotions in the workplace.
- Not setting high expectations, and not living up to them.
- Not committed to what you say.
- Not Placing them high in your daily programme
- Not given them professional development.
- Not working well with others, not promoting teamwork, has bad relationships.
- Lack conflicts resolution in the workplace
- Not creating open doors, help and supporting them

Positive Character of Frontline Leadership on Employees' Behaviour

This is a leader who cares, empower, and support their employees. He or she will exercise compassion on them and keep employees' mistake behind without much reference to it, especially from the most achievers without condemning. A leader who cares will know that making mistake is humans and that can be collected in friendly level. A leader who empowers his employees is one who gives them as much power and self-determination as possible. According to Luthans (2002a), every leader or employee should exhibits positive behaviour in an organization. A good positive leadership does not give orders only, but provides guidance and resources necessary for his employees to do their best at work. An empowering leader might delegate projects and large-scale tasks to employees, but allow them to choose how they will go about tackling them. He may also encourage them to choose their own training and development opportunities to ensure they invest in their own growth. Thus, Frontline positive leadership supports her employees and being there for them when they need him/her most.

Concepts of Employees Motivation

The term Motivation is an incitement or inducement to act or move. Motivation is the process of inducing the staff of an organization to act in a predetermined desired manner so as to achieve organizational goals and objectives. Motivation is the ability of a leader to influence a person or a team to do what he/she could not have done ordinary. The term "motive" which is an inner state that activate people to exhibit positive or active behaviour

towards personal or group goals. Leadership involves developing and communicating a vision for the future, motivating people and securing engagement (Armstrong, 2012). It refers to conditions that determine why people do or refrain from doing things. In this way, the concept of motive becomes central, referring to the driving force within a person. Taken together, the process of motivation involves choosing alternative form of action in order to achieve some desired ends or goals. Motivation is the driving force to pursue and satisfy ones needs. Motivation is the process of stimulating people to action, to achieve desired goals. A leader who lacks motivation cannot be succeed in his/her business. Apart from equipment resources, human capital is the greatest resource a leader has for his set goal achievement. *The researcher opines that a mad man can be controlled if you gives him/her what he/she needs (motivation)*. Hence, motivation cannot be overlooked in organization that wants to survive. Lack of motivation is manifested in a workers not showing interest in performing his/her duties such as: truancy, idleness, absenteeism, frequent excuse duties, conflicts etc. Motivation is an important stimulus that directs human behavior to a giver direction without resistance. No individual has same attitude or behavior, hence in midst of these diversities, organization are supposed to formulate policies which will be able to satisfy the group and not just an individual.

Types of Motivation: There are two types of Motivation:

Intrinsic Motivation – Generally people can be intrinsically or extrinsically motivated. Intrinsically activated staff derives joy in being part of the organization and enjoying a sense- of accomplishment and achievement as a member of such organization who contributes towards the organizational growth. This type of motivation is “inner satisfaction” one derives in working in the company such as: stimulating work, flexible structures and procedures, and adequate level of autonomy. For instance, the salary might be poor but employees derive satisfaction in working in the organization because the company has high level of career development. The worker has room to grow, hence this type of person will not be satisfies with high salary payment.

Extrinsic Motivation – These are physical needs of an employee such as: financial reward, promotion, staff quarters, car loan, free medical for staff and family etc. This type of staff will not be happy if the salary is not good for him/her. He/she is not interested in what the future has for him/her but now. Extrinsically motivated staff exhibits work behaviours that will attract material and social rewards or to avoid punishment. It is also possible that one can exhibit both intrinsic and extrinsic behaviour at work place as a result of some personal factors.

Theories of Motivation from Different Authorities are: Maslow's Needs Hierarchy Theory

Maslow identified **five general types of needs** in ascending order:

The Hierarchy of Needs

- **Biological and Physiological needs** - air, food, drink, shelter, warmth, sex, sleep.
- **Safety needs** - protection from elements, security, order, law, limits, stability.
- **Belongingness and Love needs** - work group, family, affection, relationships.
- **Esteem needs** - self-esteem, achievement, mastery, independence, status, dominance, prestige

- **Self-Actualization needs** - realizing personal potential, self-fulfillment, seeking personal growth and peak experience

Herzberg's two-factor theory: The theory is also known as two factor theory motivation factors and hygiene factors. The theory states that there are certain factors in the organizational environment which if present will be to motivate the employees and certain factors if available may satisfy the employees but if not there may lead to dissatisfaction.

McGregor's theory X and theory Y: The theory states that function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people. Every set of nature will have to adopt different way to motivate and achieve the results.

Vroom's valence x expectancy theory: States that the strength or 'force' of the individual's motivation to behave in a particular way is:

$$F = E \times V$$

Where F = motivation to behave

E = the expectation (the subjective probability) that the behaviour will be followed by a particular outcome

V = the valence of the outcome.

This is called the expectancy equation adapted from 'Organisational Behaviour' by Huczynski and Buchanan (1991). The expectancy theory is however, considered complex compared to Maslow's theory. Therefore human behaviour is based on perceptions that are simplified by taking into account only a limited number of factors and alternatives, which he believes the theory is able to illustrate.

Goal-setting theory: The theory is based on the principle of goal clarity being an important factor of motivation.

ERG theory of motivation: The theory proposed by Clayton is a modified version of Maslow's theory of hierarchy of need. The theory divides needs in to three categories of Existence.

McClelland's theory of needs: The theory stresses that the human behavior is affected by three needs Power, Achievement and Affiliation.

Reinforcement theory of motivation: The theory founded by B F. Skinner and his associates proposed that the individual behavior is motivated in the presents of what he/she will get. It is based on the law of effect.

Others are: Equity theory of motivation; Reference group theory Discrepancy and Theory is "Affect Theory"

Importance of Staff Motivation in an Organization

The importance of motivation in an organization are:

High level of energy from the employee, healthy/peaceful environment, higher productivity, generates happiness, love and respects, ensures organizational efficiency, eliminate lateness

to work, ensures loyal workforce. Motivated staff has high energy, morale and commitment towards organizational goals and objective. In addition, adaptive to Change Management, loyal and make process of direction possible.

One-Good Motivational Strategies to Manage Employee Bad Behaviour in a Workplace:

Better salary and bonus to be paid timely, Good health care and life insurance, profit sharing, employee stock ownership plans (ESOPs), exercise facilities, subsidized meal plans, loan for housing scheme. Also, good pension plan, free transport allowances, recharge cards, assisting employee in their stressful time. Build a strong team, train them professionally, free educational grant, celebrate them etc.

Time Off: The purpose of time off is to provide employees with paid time off work that can be used for such needs as vacation, illness, and appointments. For example, knowing that errands need to be done during work hours can be frustrating. Saving employees' time like this can increase productivity and retention. An innovative way to meet corporate social responsibility is to allow employees paid time off in order to do charitable work throughout the community. There is evidence that time off such as this helps in recruiting and retaining top talent.

Paid sick days are time off from work that an organization voluntarily provides employees as a benefit. Jury duty is also an acceptable reason for time off. Employers often allow time off for special religious holidays or funeral leave for friends or family members for personal reasons. Employers are not obligated by either federal or state law to provide personal leaves of absence to their employees, but employees' value any time off, as time is a precious gift.

Two - Managing Employee Bad Behaviour through Motivations

Managers should not only depend on human resource professionals but know how to manage behaviour of employees:

- Correct them immediately when they make mistakes.
- Give a sympathetic ear to their problems. Listen to their grievances and try to provide them a solution, and never make fun of anyone.
- Frontline leaders need to encourage their team members to interact with each other.
- **Alone Discussion.** Discuss with the individual concerned alone and not in the public and do not take the problems for granted. Address problem at the right time to avoid major troubles
- **Never discuss issues and grievances in public.** Ask them to meet you privately. This will surely make them open up and come out with their problems. Never be rude to problematic employees. Trust me, the problems would escalate.
- Employees need to be told about the rules and regulations of organization at the time of joining itself. Issue them employee handbooks for their future reference. Rules ought to be same for everyone irrespective of his/her designation.
- Give them freehand to work. Make sure job responsibilities are assigned as per individual's knowledge, skills and ability. Work ought to be delegated equally among team members. No employee should be overburdened.
- No employee should be given special treatment. Carry everybody along. Encourage hard work and appreciate them in front of all.

- Reward them accordingly goes a long way of giving employees high energy drives. They develop a sense of attachment towards the organization and never even think of changing their jobs.

Factors Affecting Leadership which Lead to Lack of employees Motivation

Here are few factors which affect leadership because of lack of staff motivation. In-experience leader, lack of vision, laziness, not being proactive to issues, personality and leadership styles of the leader, bad Communicating method, not understanding situation/condition, lack of rewards/recognitions, lack of love within the staff, work place not safe, lack of committed/trusted staff, absenteeism and lack of resources like materials and experience staff.

CONCLUSION

No organization can survive in an unorganized other. Hence, Frontline leadership should see that they exhibit good character since they are the image between the employees, customers and the clients of the organization. Frontline leadership should know that as their positions are critical in the organization so as the job of an employee. Hence, their sacrifices should be rewarded accordingly thus, resulting to organizational success. Organizations should make policies that will enhance good organizational culture, behavioural training for Frontline leaders, and employee on issues of leadership styles. Frontline leaders and employees should exhibit good character to avoid conflicts in the organization. Any character that would bring employees' demotivation, lateness to work, conflicts, in the organization should be avoided.

Recommendations

The researcher highlights reasons why many organizations succeeded, and while others and failure. In order to find solution to the above problems, the study highlights with the following recommendations:

- Organizations should make policies that will enhance training for Frontline leaders and employees on issues of leadership styles and good character.
- Frontline leaders and employees should exhibit good character to avoid conflicts in workplace.
- Management should formulate good policy that will bring good character
- Frontline leaders should make sure that they motivate employees' behaviour so as to achieve organizational goals.

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