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MOTIVATION AND LEADERSHIP: WHAT'S THE DIFFERENCE?

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ABSTRACT

This paper was aimed to provide a comprehensive understanding of motivation and leadership by exploring their differences. Motivation refers to the internal or external factors that drive individuals to take action and persist in achieving their goals, while leadership involves guiding and influencing others towards a common objective. Although motivation can be a component of leadership, the latter encompasses a broader set of skills and responsibilities. The paper begins by clarifying these conceptual distinctions and then delves into the types, history, and theories of motivation. It examined intrinsic and extrinsic motivation, as well as influential theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Expectancy Theory. The subsequent section focuses on leadership, including its types, theories, historical accounts, and styles. Autocratic, democratic, laissez-faire, transactional, and transformational leadership styles are discussed, alongside notable leaders and relevant theories. Finally, the paper highlighted the major differences between motivation and leadership, emphasizing that motivation pertains to driving individual behavior, while leadership involves guiding and influencing others towards collective goals. The paper concluded that understanding these distinctions is crucial for effective organizational management and fostering individual and collective success. The paper suggested amongst others that implementing a system that recognizes and rewards employees for their achievements and contributions can boost motivation or their efforts, provide constructive feedback, and offer tangible rewards such as bonuses, promotions, or opportunities for professional development.

Keyword: Motivation, Leadership, Motivation vs Leadership, Theories of Motivation, Effectiveness, Organizational, Management.

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INTRODUCTION

Motivation and leadership are fundamental concepts in the realm of organizational behavior and management. Both play pivotal roles in influencing individual and group behavior, yet they represent distinct aspects of human interaction within an organizational context. Understanding the differences between motivation and leadership is crucial for effective management practices and the development of successful organizations. According to Ryan and Deci (2000), motivation is the external or internal factors that motivate individuals to move, put in a lot of effort, and keep working toward their objectives. It involves sorting out the main things that affect behavior, like requests, rewards, and incentives.

In sociology, brain science, and various levels of conduct, the mind-boggling nature of motivation has been the subject of research. There are numerous theories and perspectives that offer insight into the tools and factors that influence human behavior in the field of motivation. One significant theory is Maslow's arranged movement of needs, which states that people are motivated by a series of distinct evened-out needs like respect, physiological, social, and self-fulfillment needs. Maslow's progressive system of requirements states that meeting lower-level requirements should be prioritized over pursuing higher-level requirements. In Herzberg's et al. (1959) two-factor theory, motivations—variables that contribute to job satisfaction—and neatness—elements that prevent dissatisfaction—are perceived. Employee contentment and discontentment in the workplace are influenced by a variety of factors, according to this supposition. The Expectation Theory is yet another potent speculative idea. Vroom asserted that when people accept that their efforts will result in desired outcomes, they are compelled to take action.

Leadership, on the other hand, pertains to the ability to guide, influence, and direct individuals or groups towards a common objective (Bass & Riggio, 2006). It involves inspiring and motivating others to achieve desired outcomes, often by providing guidance, support, and direction. Drive has received a lot of attention from experts in a variety of fields, including chiefs, social scientists, and brain analysts. A wide range of theories, methods, and incontrovertible records that shed light on the traits and actions of influential trailblazers are included in organizational theory. According to Zaccaro (2007), property theory suggested that sensible pioneers are born with particular traits. Northouse (2018) stated that social theories that say certain actions cause a reasonable drive focus on the actions and behavior of trailblazers. Effective organization is dependent on a match between the pioneer's style and the requirements of the circumstance, according to Fiedler's situational and plausibility hypotheses from 1964.

According to Bass and Avolio (1994), the significant power hypothesis demonstrates the pioneer's capacity to move partners in order to achieve remarkable results. Through their groundbreaking management abilities, a number of pioneers have shaped society throughout history. Pioneers such as Mahatma Gandhi, Winston Churchill, and Martin Luther King Jr. are adored for their vision, resilience in the face of adversity, and capacity to unite people at crucial junctures in history. Organization rehearsals by Conger and Kanungo (1998) shed light on the characteristics and exercises of convincing drive.

While motivation and leadership are distinct concepts, they are interconnected and often intertwined within organizational settings. Motivation can be seen as a component of leadership, as effective leaders must understand and leverage motivational factors to inspire and guide their followers. However, leadership encompasses a broader set of skills and responsibilities beyond motivation alone. Effective leaders must not only motivate individuals but also provide guidance,

make decisions, foster collaboration, and create a vision for the future (Bass, 1990). Understanding the major differences between motivation and leadership is essential for effective organizational management and the cultivation of individual and collective success. By recognizing the unique characteristics and functions of motivation and leadership, managers and leaders can adopt appropriate strategies to inspire, motivate, and guide their team members. This paper aims to delve into the nuances of motivation and leadership, examining their types, theories, historical accounts, and styles, in order to provide a comprehensive understanding of these crucial concepts within organizational settings.

Motivation vs. Leadership

Motivation and leadership are two critical components in the realm of organizational behavior and management. While they are closely related, it is important to distinguish between these concepts and understand their unique characteristics. "The external or internal factors that motivate individuals to move, strive, and continue pursuing their goals" is how Deci and Ryan define motivation. Among the primary influences on leadership are requirements, necessities, inspirations, and rewards. In various levels of behaviour, mind research, and human science, the concept of motivation has received a lot of attention. In organizations, delegation of responsibility, performance, and job satisfaction are significantly influenced by motivation. People will, in fact, immediately direct their most significant attention to pursuing moderate objectives when they are moved. Advanced workers, according to Latham and Pinder (2005), are more innovative, productive, and accountable. Individual characteristics, workplace characteristics, motivation, rewards, and recognition, as well as the workplace as a whole, could all have an impact.

Leadership is a multifaceted concept that has been extensively examined in fields such as psychology, sociology, and management. Effective leadership is crucial for the success of organizations as it helps shape the culture, vision, and direction of the collective effort. Leaders are responsible for creating a compelling vision, setting clear goals, and guiding individuals and teams in the pursuit of those goals. They must possess the ability to motivate and inspire others, build relationships, communicate effectively, and make sound decisions (Avolio et al., 2009).

Leadership is not limited to a specific role or position within an organization; it can be exhibited by individuals at all levels. While motivation is an important aspect of leadership, leadership encompasses a broader set of skills and responsibilities. Leadership goes beyond merely motivating individuals; it involves providing guidance, making decisions, fostering collaboration, and creating a vision for the future (Bass, 1990). Effective leaders must possess a combination of traits, behaviors, and competencies that enable them to lead others and achieve organizational goals. One way to differentiate motivation and leadership is by examining their focus. Motivation primarily centers around understanding and addressing the internal and external factors that drive individual behavior. It delves into the psychological and sociological aspects that influence individuals' desires, needs, and goals. In contrast, leadership focuses on guiding and influencing individuals or groups towards a collective objective. It involves inspiring and mobilizing others to work together towards a common purpose, leveraging their strengths, and aligning their efforts.

Another distinction between motivation and leadership lies in their scope. Motivation is often centered on the individual, examining what drives their behavior and how to enhance their engagement and satisfaction. It is concerned with understanding individual needs, intrinsic and

extrinsic rewards, and the factors that affect individual performance. Leadership, on the other hand, encompasses a broader perspective that extends beyond the individual. It involves guiding and influencing a collective effort, coordinating and aligning the actions of multiple individuals towards shared goals. Motivation can be seen as a component of leadership. Effective leaders understand the importance of motivating their team members and creating an environment that fosters motivation. They recognize that motivated individuals are more likely to contribute their best efforts and perform at high levels. However, leadership involves additional responsibilities, such as providing guidance, making decisions, resolving conflicts, and creating a vision for the future (Yukl, 2013).

Leaders must possess a range of skills and competencies to effectively lead and manage the complexities of organizational dynamics. Motivation and leadership are two distinct yet interconnected concepts in the context of organizational behavior and management. Motivation focuses on understanding and addressing the factors that drive individual behavior and influence their engagement and performance. Leadership, on the other hand, involves guiding and influencing others towards a common goal by providing direction, support, and inspiration. While motivation is a crucial component of leadership, effective leadership encompasses a broader set of skills and responsibilities. Understanding the differences between motivation and leadership is essential for organizational managers and leaders to create an environment that fosters both individual and collective success.

Types, History, and Theories of Motivation

Intrinsic motivation has been widely studied and has been found to be associated with higher levels of engagement, creativity, and satisfaction (Ryan & Deci, 2000). When individuals are intrinsically motivated, they engage in activities for the inherent enjoyment or fulfillment they derive from them. This type of motivation is often associated with personal interests, passions, or a sense of autonomy. Intrinsic motivation can be fostered by providing individuals with challenging tasks, opportunities for personal growth, and a supportive work environment that values autonomy and creativity. Extrinsic motivation, on the other hand, involves external factors that influence behavior. These factors can include rewards, recognition, promotions, or punishments. Extrinsic motivation plays a significant role in the workplace, as organizations often use incentives and rewards to motivate employees to achieve specific goals or performance targets. However, it is important to note that excessive reliance on extrinsic motivation alone may lead to a decrease in intrinsic motivation and can result in a dependence on external rewards.

The history of motivation theories can be traced back to early psychological perspectives. Abraham Maslow's hierarchy of needs is one of the foundational theories in the field. Maslow proposed that individuals have a hierarchy of needs, ranging from physiological needs (such as food and shelter) to self-actualization needs (such as personal growth and fulfillment) (Maslow, 1943). According to Maslow, individuals are motivated to fulfill their lower-level needs before moving on to higher-level needs. This theory suggested that individuals are driven by a desire for self-improvement and personal growth. Frederick Herzberg's two-factor theory is another influential theory in the field of motivation. Herzberg identified two sets of factors that influence job satisfaction and dissatisfaction.

Motivators, such as recognition, achievement, and responsibility, are factors that contribute to job satisfaction. Hygiene factors, such as salary, working conditions, and

interpersonal relationships, are factors that, if absent or inadequate, can lead to job dissatisfaction (Herzberg et al., 1959). According to this theory, simply removing dissatisfying factors will not necessarily lead to motivation and satisfaction, but rather, the presence of motivating factors is crucial for fostering motivation and satisfaction. Expectancy theory, proposed by Victor Vroom, emphasized the importance of individuals' beliefs about their ability to perform a task and the expected outcomes. According to this theory, individuals are motivated to act based on their belief that their efforts will lead to desired outcomes (Vroom, 1964).

Expectancy theory suggested that individuals consider three key factors in motivation: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to rewards or desired outcomes), and valence (the value individuals place on the rewards or outcomes). The theory highlighted the importance of perceived links between effort, performance, and outcomes in determining motivation. These are just a few examples of the theories that have shaped our understanding of motivation. Other theories, such as goal-setting theory, self-determination theory, and equity theory, have also contributed to our understanding of motivation in different contexts. These theories provide frameworks for understanding the factors that influence motivation and the processes through which motivation leads to behavior.

The concept of motivation encompasses both intrinsic and extrinsic factors that drive individuals' behavior. Intrinsic motivation is driven by internal satisfaction, curiosity, or the desire for mastery, while extrinsic motivation is influenced by external rewards, recognition, or punishments. The history of motivation theories has contributed to our understanding of the complex dynamics of motivation in various settings. The theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's expectancy theory, shed light on the different factors that influence motivation and the underlying processes through which motivation leads to behavior. Understanding these theories can help organizations create environments that foster motivation and support the achievement of individual and organizational goals.

Types, Theories, Historical Accounts, and Styles of Leadership

Leadership is a multifaceted concept with various types, theories, historical accounts, and styles. Different types of leadership have emerged over time, each with its own characteristics and focus. Some common types of leadership include autocratic leadership, where the leader has complete control and makes decisions without consulting others; democratic leadership, which involves shared decision-making and participative processes; and laissez-faire leadership, where leaders provide minimal guidance and allow individuals to make decisions independently. Numerous theories have been proposed to explain leadership effectiveness. The trait theory suggests that certain inherent traits or qualities make individuals effective leaders. Behavioral theories focus on the behaviors and actions of leaders, suggesting that specific behaviors lead to effective leadership. Situational and contingency theories propose that effective leadership depends on the match between the leader's style and the situational demands. Transformational leadership theory emphasizes the leader's ability to inspire and motivate followers to achieve extraordinary outcomes.

Historical accounts of influential leaders provide valuable insights into the qualities and actions that contributed to their success. Leaders such as Martin Luther King Jr., Mahatma Gandhi, and Winston Churchill are known for their exceptional leadership during critical moments in history. Their visionary thinking, ability to inspire and motivate others, and their resilience in the face of challenges serve as examples of effective leadership. Leadership styles

vary based on the leader's approach and behaviors. Some common leadership styles include charismatic leadership, where leaders inspire and motivate through their personal charm and appeal; transactional leadership, which involves a focus on exchanges and rewards for performance; and transformational leadership, which aims to inspire and transform followers by creating a compelling vision and empowering them to reach their full potential. Understanding the different types, theories, historical accounts, and styles of leadership provides valuable insights into effective leadership practices and helps organizations cultivate strong and capable leaders.

Autocratic leadership is often associated with a hierarchical and authoritarian approach, where the leader has the ultimate authority and makes decisions based on their own judgment (Lewin et al., 1939). This type of leadership can be effective in situations that require quick decision-making or when there is a need for strong direction. However, it can also lead to low employee morale and limited creativity due to the lack of participation and input from team members. Democratic leadership, on the other hand, emphasizes collaboration, shared decision-making, and involving team members in the decision-making process (Lewin et al., 1939). This leadership style encourages open communication, active participation, and the consideration of different perspectives. It promotes a sense of ownership and engagement among team members, leading to higher job satisfaction and commitment. Democratic leadership is particularly effective in situations that require collective problem-solving, innovation, and team synergy.

An example of free endeavor development, according to Bass (1990), is a hands-off approach in which leaders allow individuals to make their own decisions and exercise little control over them. This tactic may be useful in situations where associates are extremely competent, self-driven, and prepared to work independently. On the other hand, this can also result in a lack of direction, coordination, and accountability if individuals assume that positions and responsibilities are muddled or are not as expected to be supervised. In spite of these efforts, various hypotheses have been developed to select the fundamental standards and significant areas of strength for development. The brand hypothesis is one of these theories. It sets that specific regular qualities or properties work with successful relationship, as indicated by Stogdill (1948). Persuasive drive is thought to be characterized by data, certainty, uprightness, a kind demeanor, and a variety of other characteristics. Nevertheless, it is essential to keep in mind that characteristics alone do not guarantee advancement in management. The capacity to modify and incorporate these characteristics in a variety of contexts is an additional factor that determines authority sufficiency.

Transformational leadership is a widely studied and recognized leadership style that focuses on inspiring and motivating followers to achieve extraordinary outcomes (Bass & Riggio, 2006). Transformational leaders stimulate followers' intrinsic motivation, foster a sense of purpose and vision, and encourage intellectual stimulation and personal growth. They exhibit charismatic qualities, build trust, and create a positive organizational culture. Transformational leadership has been associated with increased employee satisfaction, commitment, and performance. Transactional leadership, on the other hand, is based on an exchange relationship between the leader and the follower (Bass & Avolio, 1994). Transactional leaders provide rewards, recognition, and punishments based on the performance of their followers. They emphasize clear expectations, goal-setting, and performance evaluation. While transactional leadership can be effective in maintaining routine tasks and achieving short-term goals, it may not foster innovation or long-term engagement.

Moving pioneers who remained focused on associations and society are frequently the focus of stories. India's entrances are opened tactfully by models, demonstrating Mahatma Gandhi's immense power; Nelson Mandela, a visionary pioneer who isolated South Africa's disparities and fought for racial equality; and Steve Jobs, who revolutionized the development industry with his imaginative and enticing power style. It is possible to depict association in a variety of ways, including hypotheses, actual records, and others. Examples of force that share prominent characteristics and concepts for group parts and moderate results include fascism, majority rule, and free enterprise. The opportunity hypothesis and the brand hypothesis are two examples of hypotheses that provide insight into the broken standards and relevant variables that influence a power's reasonableness. For instance, distinctive strategies for managing partners who are energized are provided by innovative and respect-based management. The memories of compelling pioneers serve as significant models and motivation for comprehending drive's impact on organizations and society.

Major Difference between Motivation and Leadership

While motivation and leadership both influence individual and group behavior, they differ in their focus and scope. Motivation primarily concerns the internal and external factors that drive individuals to act, persist, and achieve their goals. It is focused on the individual's desires, needs, and incentives. On the other hand, leadership is concerned with guiding and influencing others towards a common goal. It involves inspiring, directing, and supporting individuals or groups to achieve desired outcomes. While motivation can be a component of leadership, leadership encompasses a broader set of skills and responsibilities beyond motivation alone. Motivation can be defined as the driving force that initiates, directs, and sustains behavior towards achieving a goal (Ryan & Deci, 2000). It encompasses both intrinsic and extrinsic factors that influence individual behavior. Intrinsic motivation refers to engaging in activities for the inherent satisfaction or enjoyment derived from them, driven by personal interests, curiosity, or a sense of mastery. Extrinsic motivation, on the other hand, involves external factors such as rewards, recognition, or punishments that influence behavior. It is driven by external incentives or consequences rather than internal satisfaction (Deci & Ryan, 1985, 2000). Motivation plays a crucial role in individual performance, engagement, and goal attainment.

Leadership, on the other hand, involves the ability to guide, influence, and direct individuals or groups towards a common goal or vision (Northouse, 2019). It encompasses a range of behaviors, skills, and qualities that inspire and motivate others. Effective leaders provide guidance, support, and direction to their followers, promoting collaboration, setting clear expectations, and facilitating the achievement of desired outcomes. Leadership involves making decisions, managing conflicts, building relationships, and creating a positive organizational culture (Yukl, 2013). Leaders utilize various leadership styles, theories, and strategies to influence others and drive collective efforts towards success. One major difference between motivation and leadership is the focus of each concept. Motivation primarily centers around the individual and what drives their behavior. It seeks to understand the underlying forces, needs, and incentives that initiate and sustain actions. Motivation can be intrinsic, where individuals are internally driven by personal interests and satisfaction, or extrinsic, where external rewards or consequences influence behavior. In contrast, leadership is primarily concerned with the influence and guidance of others towards a common goal. Leaders direct their efforts towards

inspiring and motivating their followers, aligning their behaviors and actions with organizational objectives.

Another difference lies in the scope and responsibilities associated with motivation and leadership. Motivation is typically focused on the individual level. It seeks to understand what motivates individuals, how their needs are met, and how their behavior is driven by various internal and external factors. Motivational theories and research often explore individual needs, desires, and goal-setting processes. In contrast, leadership operates at both the individual and group levels. Leaders are responsible for guiding and influencing not only individual behavior but also group dynamics and collective efforts. They foster collaboration, build teams, and align individuals towards shared goals. Leadership theories and research often examine the dynamics of group behavior, team effectiveness, and organizational outcomes.

Leadership involves not only motivating individuals but also providing guidance, making decisions, managing conflicts, and creating a vision for the future. Leaders must possess strong interpersonal skills, emotional intelligence, and the ability to inspire and influence others. They create an environment that fosters motivation, engagement, and high performance among their followers. It is important to recognize that motivation and leadership are interconnected and can influence each other. Effective leaders understand the importance of motivating their followers and creating an environment that supports individual motivation. They recognize the diverse needs and aspirations of their team members and provide the necessary support, feedback, and resources to foster intrinsic motivation.

Conversely, motivation can impact leadership effectiveness. Highly motivated individuals may be more receptive to the influence and guidance of leaders, making it easier for leaders to inspire and mobilize them towards common goals. Motivation and leadership are related concepts, they differ in their focus and scope. Motivation concerns the internal and external factors that drive individuals to act and persist in achieving their goals, while leadership involves guiding and influencing others towards a common goal.

Understanding the differences between motivation and leadership is crucial for individuals and organizations seeking to foster motivation, engagement, and collective success. In addition to the focus and scope, another significant difference between motivation and leadership lies in their underlying theories and approaches. Motivation is often studied through psychological frameworks and theories that seek to understand the cognitive, emotional, and behavioral aspects of individual motivation. Some prominent theories of motivation include Maslow's hierarchy of needs, which suggests that individuals are motivated by a progression of needs ranging from physiological to self-actualization (Maslow, 1943). Herzberg's two-factor theory distinguishes between motivators (factors that lead to job satisfaction) and hygiene factors (factors that prevent dissatisfaction) (Herzberg et al., 1959).

Expectancy theory, proposed by Vroom, emphasizes the importance of individuals' beliefs about their ability to perform a task and the expected outcomes in motivating behavior (Vroom, 1964). On the other hand, leadership theories focus on understanding the qualities, behaviors, and styles that contribute to effective leadership. Trait theories suggest that certain inherent qualities or traits, such as intelligence, confidence, and sociability, are associated with effective leadership (Stogdill, 1948). Contingency theories propose that the effectiveness of leadership depends on the fit between the leader's style and the situational factors (Fiedler, 1967).

Transformational leadership theory emphasizes the leader's ability to inspire and motivate followers through a vision, charisma, and intellectual stimulation (Bass & Riggio, 2006). These

theories provide frameworks for understanding leadership effectiveness and guide the development of leadership skills and practices. Recognizing the differences between motivation and leadership is essential for organizations and individuals in managerial and leadership positions. Organizations need to understand the dynamics of motivation to design effective reward systems, provide opportunities for growth and development, and create an environment that supports employee motivation.

Additionally, leaders need to develop a deep understanding of motivation to inspire and engage their followers, tailor their leadership approach to individual and situational factors, and promote a culture of high performance and achievement. Motivation and leadership are distinct but interconnected concepts that influence individual and collective behaviour and outcomes. Motivation focuses on the internal and external factors that drive individuals to act and persist in achieving their goals, while leadership involves guiding and influencing others towards a common goal. They differ in their focus, scope, theories, and outcomes. While motivation primarily centres around individual motivation and goal attainment, leadership extends its influence to collective behaviour and organizational success. Understanding the differences between motivation and leadership is crucial for organizations and individuals seeking to enhance performance, engagement, and overall success.

CONCLUSION

Motivation and leadership are distinct but interconnected concepts in organizational settings. Motivation focuses on understanding the internal and external factors that drive individuals to act, while leadership involves guiding and influencing others towards a common goal. Recognizing and understanding the differences between motivation and leadership is crucial for effective management and inspiration within organizations. By leveraging both motivation and leadership skills, organizations can create an environment that fosters individual and collective success. By combining motivational techniques with effective leadership practices, organizations can create an environment where individuals are not only motivated but also guided towards achieving common objectives.

Leaders who understand the intricacies of motivation can tailor their leadership style to inspire and engage their followers, fostering a culture of high performance, innovation, and commitment. In conclusion, motivation and leadership are two distinct yet interconnected concepts that significantly impact organizational success. Motivation drives individual behavior, while leadership guides and influences others towards shared goals. Recognizing and understanding the differences between motivation and leadership is essential for organizations and leaders to create a positive work environment, enhance employee engagement and performance, and achieve collective success. By leveraging both motivation and leadership skills, organizations can unlock the full potential of their employees and foster an environment of growth, collaboration, and achievement.

Suggestions

Based on the discussion of motivation and leadership, here are suggestions:

- Implementing a system that recognizes and rewards employees for their achievements and contributions can boost motivation or their efforts, provide constructive feedback, and offer tangible rewards such as bonuses, promotions, or opportunities for professional development.
- Empower employees by giving them autonomy and decision-making authority over their work to have a say in setting their goals, making decisions, and finding innovative solutions.
- Develop transformational leadership to inspire and motivate their followers by creating a compelling vision, setting high expectations, and providing intellectual stimulation that focus on building relationships, communicating effectively, and empowering others.
- Leaders should foster a collaborative work environment for sharing ideas, knowledge, and best practices where individuals feel valued and supported.
- Leaders should collect feedback from employees, conduct surveys, and use performance metrics to assess motivation levels and leadership impact to stay current and adapt to changing dynamics.

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