Leadership-Motivation Relationship: The Local Government Experience in Nigeria

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Abstract: This study examined the components of Leadership and motivational behaviours and how the application of these components in the Local government system can bring about effective management in the system. The review of literature and framework of analysis not only formed the basis but also provided justification for the study. The research made use of documentary data obtained from books, journals, newspapers, government publications and online materials and used content analysis technique to analyse them. Based on the information generated the study revealed that the application of motivation and leadership behaviours will transform them to a world class center of administration. The implication is that the absence of idealized influence poses a major challenge to them. The findings made validated the objective formulated. In concluding our discussion of findings, our analysis so far has revealed that the overwhelming influence of leadership and motivation which are lacking in the local government system in Nigeria.

Keywords: Leadership, Motivation, Local Government, Transformational Leadership, theories of Motivation and Leadership Styles.

Introduction

In this era of globalization, technology has been of great relevance, reducing the whole world to a global village. Following this, successful leaders world over tend to draw ideas from one another giving rise to the modern leadership concept known as `transformational leadership behaviours which in turn has a lot of impact world over on education generally(Onwurah, Chiaha and Ogbuanya,2007). World class status has always been the aspiration of any university that intends to continue to be in the education industry (Rozainun, Noormala, Puzziawati, Rohana, 2009). The world declaration on High Education for the 21st Century (1998) affirmed that the ultimate goal of education management is to enhance the institutional mission by ensuring high quality teaching , training, research and services to the community'. The achievement of these objectives requires governance that combines social vision with the understanding of global issues coupled with efficient managerial skill. .Bryman, (1992) and Lowe K.B, and Sivasubramaniam, (1996) opined that in more than 100 empirical studies, transformational leadership has been found to be consistently related to organizational effectiveness. Fullan (2001) claimed that the search for effective leadership led to the discovery of transformational leadership behaviours (TLBs).

According to Leithwood (2000), Transformational leadership is that which facilitates a redefinition of a people's mission and vision, a renewal of their commitment and the restructuring of their systems for goal accomplishment. Transformational leadership fosters capacity development and brings higher levels of personal commitment amongst 'followers' to organizational objectives. According to Bass (1990,) transformational leadership "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group." Together, heightened capacity and commitment are held to lead to additional effort and greater productivity (Barbuto, 2005; Leithwood & Jantzi, 2000; Spreitzer, Perttula & Xin, 2005). Transformational leaders elevate people from low levels of need, focussed on survival (following Maslow's hierarchy), to higher levels (Kelly, 2003; Yukl, 1989). They may also

motivate followers to transcend their own interests for some other collective purpose (Feinberg, Ostroff & Burke, 2005, p. 471)

In the past decade, the term "world-class university" has become a catch phrase for not simply improving the quality of learning and research in tertiary education but more importantly for developing the capacity to compete in the global tertiary education marketplace through the acquisition and creation of advanced knowledge. With students looking to attend the best possible institution they can afford, often regardless of national borders, and governments keen on maximizing the returns on their investments on universities, global standing is becoming an increasingly important concern for institutions around the world (Williams and Van Dyke, 2007). In an attempt to propose a more manageable definition of world-class universities, this policy note makes the case that the superior results of these institutions (highly sought graduates, leading edge research, technology transfer) can essentially be attributed to three complementary sets of factors that can be found at play among most top universities, namely (i) a high concentration of talent (faculty and students), (ii) abundant resources to offer a rich learning environment and conduct advanced research, and (iii) favorable governance features that encourage strategic vision, innovation and flexibility, and enable institutions to make decisions and manage resources without being encumbered by bureaucracy.(Salmi and Saroyan ,2007)

To meet the challenges in 21st century, leaders must be stewards of transformation. Transformational leadership and stewardship are reciprocal and mutually reinforcing aspects of public service and are two vital responsibilities for tomorrow's leaders. As "Transformational Leaders", public leaders must pursue organizational transformation, while serving as stewards of their organization by maintaining public administration values. Public leaders of the future require high creativity and initiative, concern for the community and careful management to bring about leadership of change. Transformational Leadership is a dynamic equilibrium reflecting dedication to service and strategy, agility and accountability (Edwine, Newcomer and Davis, 2006).

Many scholars of transformational leadership believe that leadership principles are timeless, while the models that examine those principles may change. Transformational leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both the leader and the led and thus it has a transforming effect on both. For leaders to have the greatest impact on the led they must motivate followers into action by appealing to shared values and by satisfying the higher order needs of the led such as their aspirations and expectations (Burns 1978). When these things are done, the led are relieved of their pressing burdens and encouraged to give their best for the interest of the organization considering the brightness of the future that lies ahead of them. This paper seeks to explore the linkage and roles leadership and motivation in manpower development.

Leadership and Motivation: The Linking pins

In the management literature, there are many definitions of leadership listed below are a few of the more popular ones (Dannelly-Gibson-Ivancevish:1978):

1)   Leadership is one form of dominance, in which followers more or less willingly accept direction and control by another person.

2)   Leadership is the process of influencing the activities of an organized group in efforts towards goals setting and goal achievement.

3)   Leadership is the process of inducing a subordinate to behave in a desire manner.

4)   Leadership is effective influence. In order to influence effectively a leader requires on the job learning about his or her influence.

There are three views of leadership job. These are:

1)   Sociological view where the leadership job is seen as facilitating activity where the leader establishes goal.

2)   A mutual sharing view: where influence is viewed as a mutual exercise. In order for a leader to be influenced, he or she must be influenced to some degree: by his/her followers.

The views that very much suits our paper is the psychological view which proposes that the primary functions of a leader is to develop effective motivation systems. The leader must be able to stimulate subordinates in such a manner that contribute positively to organizational goals and also able to satisfy various personnel needs.

The Maslow need hierarchy could serve as a model for the leader in developing the most effective motivation system. The leader, by being familiar with the premise that "man does not live by bread alone", but is interested in psychological growth can develop program that focuses upon the entire need spectrum-psychological, safety, social, esteem and self actualization-is assumed to have a higher probability for motivating successfully than a partial program. Leadership problem in Nigeria have been quite over whelming and frustrating to the patriotic populace of Nigeria. According to Achebe (1983)

The trouble with Nigeria is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigeria character. The Nigeria problem is the unwillingness or inability of its leaders to rise to the responsibility, to the challenge of personal example, which is the hallmark of true leadership (1983:1)

Corroborating Achebe's thesis, the Mr. Herman Cohen adds that "Nigerian leadership since 1999 has been disappointing" (Eme, 2012:3). This kind of comments breaks one's heart. But the regrettable thing is that the comments are true.

Effective leadership is needed if an organization is to be successful and survive whether a leader is effective depends on the result achieved through his or her practice of leadership. The criterion of leadership success is the performance of the leader's group. An effective leader can influence followers so that they achieve the highest level of performance possible with the skills, resources and technology available.

Having established that leadership is at the least of Nigeria's problems, the next things to do is to offer some definitions of leadership and apply them to the environment under examination and proffer solutions to the leadership crisis in the local councils.
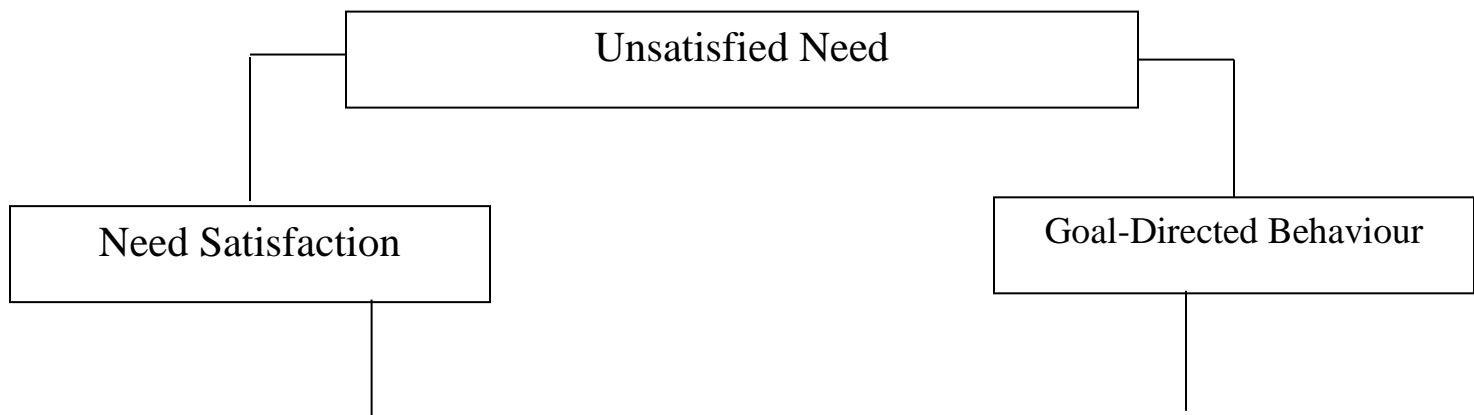
Motivation and Behaviour

Motivation is concerned with the "why" or human behaviour, what it is that makes people do things. Why does Okeke have frequent run-ins with the boss, or why does Mgbeke work so much harder than Mgbafor. These questions can be partially answered with an understanding of human motivations.

Berelson and Steiner quoted in Donnelly, Gibson Ivancevich (1978:177) define motivation as "all these inner striving conditions described as wishes, desires, drives etc. it is an inner state that activate or moves".

More specifically, the term motivation has often been called an intervening variable Tolman (1958). Intervening variables are internal and psychological process which are not directly observable and which in turn account for behaviour. Thus, motivation is an intervening variables for it can not be seen, heard, or felt and can only be inferred from behaviour. In other words, we can only judge how motivated a person is by observing his behaviour, we cannot measure it directly because it is unobservable. This means that we must first operationally define what motivation is, since we can only measure presumed indicators of motivation. For example, if Mr. A' S out is consistently higher than Mr. B.S when they are both of comparable skills and qualification, we might infer that Mr. A is motivated. Psychologists generally agree that all behaviour is motivated, and that people have reasons for doing the things they do or for behaving in the manner that they do. In other words, all human behaviour is designed to achieve certain goals and objectives. Such goal directed behaviour resolves around the desire for need satisfaction.

As shown in the future, an unsatisfied need is the starting point in the proves of motivation. It is a deficiency of something within the individual and provides the spark which begins the chain of events leading to behaviour. An unsatisfied need causes tension (physical or psychological) within the individual, leading the individual to engage in some kind of behaviour (seek a means) to satisfy the need, and thereby reduce the

tension. Note that his activity is directed toward a goal; arrival at the goal satisfies the need and the process of motivation is complete. For example, a thirsty person needs water, satisfy the need. Thus, the continuous process begins with an unsatisfied need and ends with need satisfaction, with goal-directed behaviour as a part of the process as indicated below:

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                        ┌─────────────────────────────┐
                        │      Unsatisfied Need       │
                        └─────────────────────────────┘

┌─────────────────────────┐         ┌─────────────────────────────┐
│    Need Satisfaction    │         │   Goal-Directed Behaviour   │
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SOURCE: DONELLY-GIBSON-IVANCEVICH:
FUNDAMENTALS OF MANAGEMENT 3RD ED. 1978,P. 178

Motivation as a concept refers to the energizing force that induces or compels and maintains behaviour. Nwachukwu (1988.181) defined motivation as "an internal psychological process whose presence or absence is inferred from observed performance." From the above, it follows that a motivated worker consciously or unconsciously reflects it in his/her performance. An effectively motivated worker shows some pleasant disposition in the performance of the work, while the reverse is the case to an ill-motivated workers to perform assigned task to meet determined standard; and as well develop some inner sense of commitment to the fortunes of the organization. In doing that, management does not just approach the task indiscriminately. It has to determine among various aspirations of the worker which are the much valued that make the worker to react according to organizational desires, which increased productivity or more efficient services as the case may be. The management normally pursue this course bearing in mind the economic strength of the organization and the goals for which the organization has set out to achieve. Management success or failure is therefore, determined by the extent to which it combines the goals of the organization with individual aspiration of its workers. Hence, the management is constrained to grapple with the achievement of the organizational goals and the provision of conducive that would enable the worker to attain his individual aspirations.

The task of the management becomes even more demanding when one remembers that individuals differ in their needs and aspirations..

According to Nwachukwu (1988:235), " some employees place a special premium on promotional achievement and accomplishment, wealth and status above all. Others value understanding, appreciations

and recognition by their supervisor above other organizational favours. It is unrealistic to expect all employees to respond to the same incentive plan. A supervisor who attempt to impose his desires on the employee (s) runs the risk of not only "losing the employee's service s but also incurring their hatred". One can therefore, appreciate the enormity of the task before the management in trying to motivate its workers for effective and efficient performance.

The area of motivation and productivity is quite an interesting one which has attracted many ideas. This is because of its importance in the field of management as explained above. And of course, for the fact the motivation and productivity have very close relationship in that one be present for the other to function effectively. Productivity as a dependent variable is determined by the level of motivation provided to workers by management. If workers are well motivated, the productivity will increase and vice-versa.

Famous writers like Abraham H. Maslow, Fredrick Tylor, Douglas McGregor, Frederick Herzberg and other scholars have put various views on the topic. The theories have undoubtedly given reasonable clue on the subject, but have not been able to solve the problem of motivation once and for all as a result of the changing and/or unpredictable nature of man. It has not been possible to predict with hundred percent accuracy, the factors that would give maximum motivation to the behaviour of different people in a particular circumstance. But the fact remains if the management gives a dequate incentives or motivation to its workers performance is bound to improve and their productivity will increase.

Theoretical Framework of Analysis: Abraham H. Maslow's Theory of Hierarchy of Human Needs

Abraham H. Maslow, a psychologist (1970:35). Approached the whole question of human motivation in work situation with the development of widely acclaimed theory of human needs which he classified hieratically into five stages in a definite order of priority.

Under his arrangement, the more basic needs or wants which have the greatest potency must have to be gratified in an individual before he would strive to meet the higher needs. Maslow's classification of the basic needs goes thus:

i. Physiological need

ii. Safety or security need

iii. Socialist need

iv. Self-esteem need

v. Self-actualization need.

The arrangement was put diagrammatically thus:

Physiological Need

These primary needs include: food and thirst, sleep, health, body needs, exercise, water and the rest. The next higher needs would motivate man if and only when these primary ones are met. A person who lacks these basic necessities of life would probably devote all his energies towards providing them in order to eke out existence. Hs is not meanwhile interested in status, prestige, or making his ideas known to others. He cannot afford the luxury of engaging in ego-enhancing activities. Following the hierarchy of needs theory, the next urgent needs would occupy the individual's attention. In short, the satisfaction of low level needs leads to a struggle or urge to achieve the next higher one and so on, until one reaches the self actualization level.

Safety or Security Need

If the physiological needs are relatively well gratified, a new set of need that would emerge are roughly categorized as the safety needs. These needs include emotional safety, protection, comfort and peace, assurance of long-term economic well-being. It includes other elements like various health and welfare programmes, for example, sick pay, workers' insurance scheme (medial, unemployment, disability, old age etc.) for the risk or hazards involved in the work situation, pension plan etc. any average person in our society generally prefers a safe, orderly, predictable, lawful, organized society which he can count on, and in which unexpected, unimaginable, chaotic or other dangerous things do not happen. As a pre-requisite, this efforts him a conducive atmosphere to plan and hope for stability.

Social Need

If both physiological and safety needs are fairly well gratified, there will emerge the social needs covering affiliation or love, affection and belongingness, acceptance group membership and group participation. In an organization these social needs are mainly achieved through membership in the informal social system of a workers' union, association or group within the formal organizational structure.

Self Esteem Needs

These relates to the need or desire for a stable, firmly based usually high evaluation of oneself, for self respect or self-esteem. These esteem needs are classified into two subsidiary sets: the first set cover the desire for strength, the feeling of self esteem or self-respect for having identity, for achievement, adequacy, for mastery and competence or briefly the desire for having one's work recognized as accomplished or done out of personnel what they are potentially talented individually or fitted for. For instance, a typist must type, a musician must make music, a lecturer must teach, an artist must paint, a poet must write, and ideal mother must eventually rear children with good training and discipline, an athlete much run and jump victoriously, a painter produce pictures and designs etc. all the above are natural conditions that make them comfortable, confident and at peace with themselves. A man must be true to his own nature. This is the need for self-realization.

It is connected with the continued search for opportunities for personnel growth and development or the aspiration for training and feeling of worthwhile self-accomplishment. Thus, there is the overall tendency for the man to become actualized in what he is potentially fitted for. However, it is at this level of need satisfaction that individuals difference are greatest. The clear emergence of these needs usually rests upon some prior satisfaction of the physiological, safety, social and esteem needs. Just as the tree needs sunshine and water for food, so do people require these needs hierarchically.

Self-actualizing people are dependent for their own development, continued growth on their own potentialities and later resources rather than or other people, or in general, or intrinsic satisfaction. This "self –dependent" gives some measure of a stability and confidence in the face of hard k nocks, blows, deprivation, frustration and the like. These people can maintain a relative serenity in the midst of circumstances that would drive other people to suicide. They have also been described as "self-contained". Self-actualizing people are always problem solving and task achievement oriented. As Maslow (1970:46) put it, the always reflect to see the gap between what has been done and what is left to be done or be achieved. In relations to the topic of discussions, it should be pointed out that at each of the five (5) stages of Maslow's theory, productivity would be higher if workers are dully motivated.

We are not going to attempt an examination of other theories of motivation as postulated by all the experts; since this is a short paper.

i. Frederick Taylor's concept of higher wage as the primary motivation of man to work harder as an Economic man.

ii. Douglas MaGreger's Theory X and Y

iii.   Frederick Harzberg's Dual factor/Hygiene theory of motivation.

I am however, going to adopt Abraham Maslow's version (hierarchy of needs theory) as an explanatory model for many reasons.

First, it seemed to have incorporated almost all aspect of other literature in a distinct and orderly manner that makes for easier comprehension. For instance, Frederick Taylor's concept of higher pay as a source of worker's motivation finds expression in Maslow's Hierarchy of needs theory in that as the economic man consistently pursues higher pay to working hard, under Maslow's theory people equally look forward to attaining the next higher needs as they struggle to satisfy the first. Furthermore, at any particular level of Maslow's hierarchy of needs, the economic man strive hard not only to be able to partially meet the immediate need, but to do so to a sufficiently satisfying level that could investigate the urge for the next higher one. The pursuit of the first need can therefore, be seen as a stepping stone to the next; and a common denominator among them, which is the urge for movement, towards improved economic status is noticed.

Douglas McGregor's theory X holds that human being bas an inherent dislike for word and would avoid it if he can. He should therefore, be controlled or directed in order to continue to perform. In like manner, man's quest for self-actualization in Maslow's theory serves as a control or mobilizer for greater zeal and sustenance of worker's interest. McGregor's theory Y which likened work to natural processes of play and rest and was also expressed in Maslow's sequential and natural movement from the basic physiological needs to the highest need which is recognition and self-contentment. Like the theory Y, Maslow's 'chain' is so naturally inter-twine that one suddenly finds himself struggling for the other (after the first) without even knowing it.

Fredrick Herzberg was explicit in listing the factors that either encouraged or discouraged positive work attitude, which he named ' satisfiers' or 'dissatisfies' respectively. These also agree with the indices of Maslow's safety or security needs which include protection, comfort and peace, assurance of long term economic well being, health and welfare programme like insurance schemes etc.

Staff Motivation at the Local Government Service: The Way Forward

Perhaps, Ademolekun (1980:7) foresaw that was imminent when he asserted that there was abundant evidence of ineffective management in our schools and universities, in the civil services, in the public corporations, state-owned companies, in the judiciary and in the army. According to Ejimofor (1984:4), many of our organization are simply not performing and he listed unmotivated and dis-spirited workforce as one of the major factors responsible for the poor performance of our organizations. Currently, the issue of staff welfare and motivation generally have been seriously neglected in our public concerns.

The local governments are as hard hit. In some local governments, salaries are paid to workers after two months or three months. In the recent past, some staff were stagnated in one position for more than 5 years when they had qualifications to propel them forward by way of promotion.

Benefits like car loan, medical services/refund, housing loan and other incentives are now remembered as features of the past good old days in the local government. The referees are not better either. Days are gone when retirement was heralded as a noble achievement because granitites and other retirement benefits meant to sustain the "so-called" elderly statement who had devoted the most useful part of their live-time to the service of their father land does not come any more; or rather comes belatedly at a time the beneficiary might have died as result of financial hardship. In short, we are currently in the era of "retire and die" as result of the facts enumerated above.

The effect of the above litany of problems of the unified local government workers appears very conspicuously. For example, the reluctance and the uncommitted attitude with which local government staff, especially junior staff to about their work in recent years leaves much to be desired. The staff who some in some years past maintained amiable and lively disposition towards their work duties have gradually turned

to be relatively sad, grudging and miserable with a resultant change to their work attitude to negativity. They have fully come to terms with the saying that civil services as the "white man's burden is no man's responsibility"; and as such almost all the workers have private commercial concerns which take much of their time and concentration. In the circumstance therefore, productivity on their regular public service has been greatly compromised.

It would be pertinent to state as below some of the incentives which staff are supposedly entitled to. On taking appointment with any public organization, one would traditionally expect to benefit from the following incentives which are normally provided by the management:

• Timely promotion/recognition of hardwork.

• Comfortable living accommodation

• Vehicle loan for purchase of bicycle, motorcycle or car as the case may be.

• Free or subsidized medical services

• Prompt payment of salaries and allowances

• Conducive working environment and facilities/implements.

• Periodic training and development.

• Adequate counseling and guidance.

• Necessary recreational facilities.

• Housing loan for erection of personal living houses.

• Vehicle refurbishing loan.

• Adequate insurance arrangement in case of hazardous jobs.

• Subsidize canteen services.

• Merit awards

• Necessary allowance like over-time, shift, uniform, leave etc.

• Seasonal bonus, like Christmas gifts, anniversary gifts etc.

• Adequate and subsidized staff school of various categories for effective child development.

• Adequate provisions for domestic assistance (for senior staff) and more importantly'

• Adequate and effective pension and gratuity scheme and other necessary recognition after disengagement.

The "big" question is: of all the incentive enumerated above, how many are adequately provided for the qualified junior staff or the local governments.

Conclusion

From every day experience of the worker, we can very easily conclude that workers in public organizations are not highly motivated and this affects their productivity or output. This is because they do not receive adequate incentives to energize them due to lapses on the part of the management.

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