



O N L I N E

LEARNING

Leadership Behavior and Motivation

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Learning Outcomes

- **University of Iowa leadership styles**
- **University of Michigan leadership models**
- **Ohio State University leadership model**
- **The leadership grid**
- **Content motivation, Process motivation and Reinforcement theories**



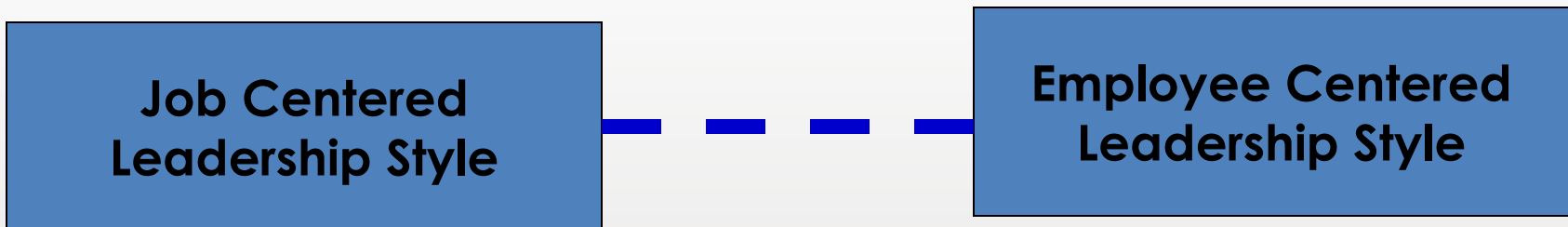
University of Iowa Leadership Styles

Autocratic ----- Democratic

Source: K. Lewin, R. Lippett, and R.K. White (1939)



The University of Michigan Leadership Model: Two leadership styles, one dimension



Source: R. Likert, 1961, *New Patterns of Management*, New York: McGraw-Hill.

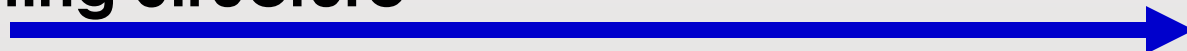


The Ohio State University Leadership Model: Four leadership styles, two dimensions Ohio State University

C O N S I D E R A T I O N	High	Low Structure and High Consideration	High Structure and High Consideration
	Low	Low Structure and Low Consideration	High Structure and Low Consideration

Initiating Structure

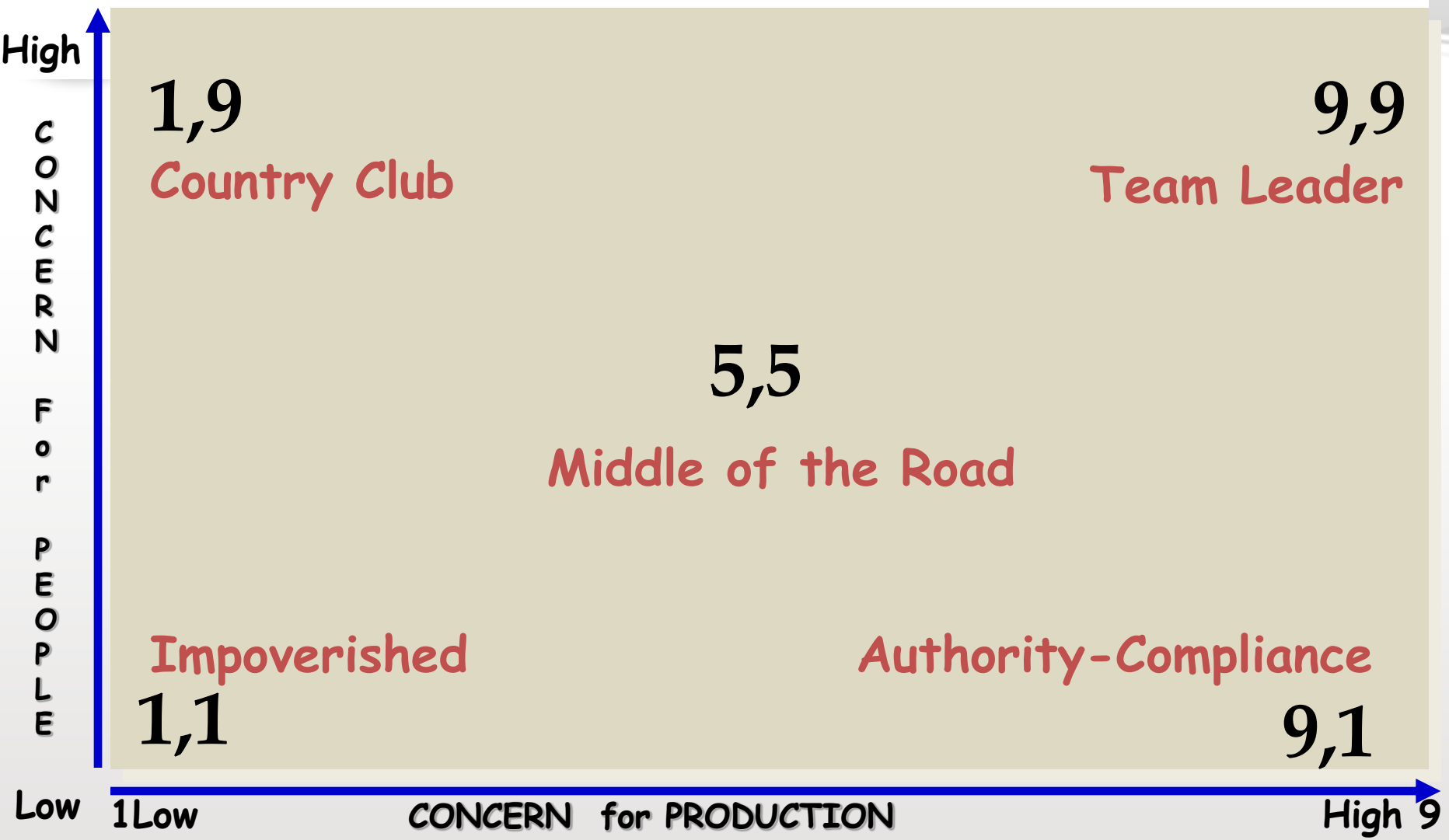
Low



High

Source: R. Likert, (1961), *New Patterns of Management*, New York: McGraw-Hill.

Blake, Mouton, & McCanse Leadership Grid



Source: R. Likert, (1961), *New Patterns of Management*, New York: McGraw-Hill.



Content Motivation Theories

- 1. Hierarchy of needs theory
- 2. Two-factor theory
- 3. Acquired needs theory



Process motivation theories

- **Equity theory**
- **Expectancy theory**
- **Goal-setting theory**



Reinforcement theory

Type of Reinforcement

- Positive
- Avoidance
- Extinction
- Punishment



Which Motivation Theory is the “Correct” Model?

- None works in all environments, in all situations, or for all people
- Knowledge of all theories will help in determining the correct way to motivate in a given situation