

**ORGANIZATIONAL LEADERSHIP, EMPLOYEES'
MOTIVATION, CREATIVITY AND PRODUCTIVITY
FOR SUSTAINABLE PEACE, SECURITY AND
NATIONAL DEVELOPMENT: IMPLICATIONS FOR
COUNSELLING**

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Abstract

This paper discusses the topical issues of organizational leadership and employees' motivation as they relate to creativity and productivity. The quests for efficacy of the duo tend to hinge on peace in the work environments and the nation; as well as dire need for security and the overall need for sustainable national development. In spite of the differences in definitions among experts on leadership and motivation, they tend to remain sine-qua-non to the attainment of organizational goals. Strategies and techniques are explored on fast-tracking effectiveness of organizational leadership and fostering motivation among employees, irrespective of the nature, size, location and overall goals set to be pursued. The complementary and supplementary roles of all organizational staff are highlighted and stressed. Based on the above, some cogent recommendations are given that if carefully considered and duly implemented would speed-up the process. Implications of these to Counselling as a helping profession are also given and relevance appropriately stressed.

Key Words: Organization, Leadership, Motivation, Peace, Security, Creativity, Productivity, Development

Introduction

Formal organizations the world over have goals. The goals may differ from one organization to the other. The efforts to realize whatever major goal(s) spell the very vision, mission and workable strategies to ensure success. Formal organizations are characterized by not only goals, but leadership, and the relevant material and human resources, all interacting and being harnessed towards the realization of the overall goals. The effectiveness and efficiency of the working of the individuals within the organization have direct bearing on the quality of leadership and motivation of the employees.

Hartzell (2011) sees leadership as a widely applied term that usually refers to the personality characteristics and the behaviour of people with authority and influence and responsibility for leading groups. The term, according to him is also used to refer to the group of people officially responsible for running an organization. Leadership goes with other words such as: leadership function, leadership performance, leadership quality, leadership style, leadership behaviour, leadership roles etc.

Cheng in Bush and Bell (2001) sees leadership in these great efforts for education change and effectiveness, the role of leadership at both the system and site levels as often found to be crucial to their success. He cited Yuki (1998) who pointed out that different scholars interpret the concept of leadership different. For example, Stogdill (1974) defines

leadership as the process of influencing the activities of an organized group toward goal-setting and goal achievement.

Leadership, according to Lipham (1964) is the initiation of a new structure or procedure for accomplishing an organization's goals and objectives or for changing an organization's goals and objectives. Kenzevich (1975) sees leadership as a force that can initiate action among people, guide activities in a given direction, maintain such activities and unify efforts towards common goals.

Adesina (1990) opined also that leadership is a long standing and widespread topic of concern. He notes that few issues have received as much attention from various writers. In business, schools, social and political institutions, organizations and systems, leadership is emphasized. Interest in leadership and leadership styles are stressed every day. However, he pointed out that there is little concensus on universal aspects of leadership. No universally accepted definition of the words has yet been reached. He posits that leadership connotes the ability to get things done with the support and co-operation of other people within the institution, organization or system. Thus, the leader is the person who gets things done by enlisting the efforts of other people. The leader in any situation must have both social and psychological attributes in order to succeed on the job. The effective leader is the person who is not only able to make his subordinates want to do what they have to do, but also

recognizes that they must be motivated to ensure that the goals and objectives of the institution, organization or system are met (Adesina, 1990).

Leadership Tasks

According to Bass (1985), a transformational leader in an educational institution is one who motivates people to do more than they are originally expected to do in any one of the following ways:

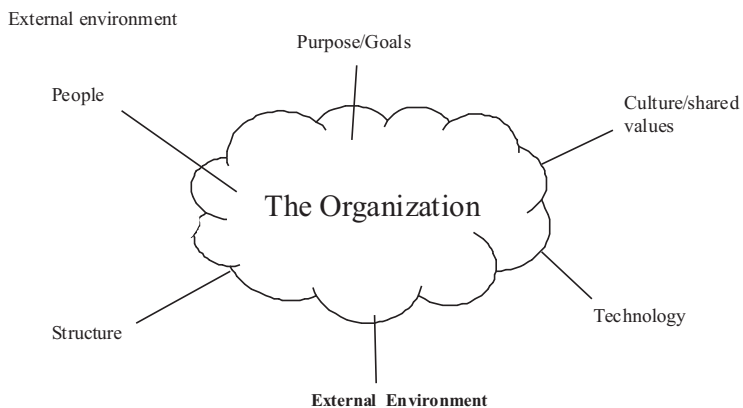
- 1) Raising their level of awareness and consciousness about the importance and value of designated outcomes, and ways of reaching them. Bass (1985) gives the example of a senior leader in a tertiary institution helps faculty members to understand current trends of educational reform, the importance of paradigm shifts in tertiary learning and the related impacts of these changes on their tertiary institution;
- 2) Getting them to transcend their own self interest for the sake of the team, organization, or large policy. For example, a leader in a vocational training institute facilitates staff members to appreciate the vision and mission of the institute, understand the significance of their job to the larger society and become committed and synergic to achieve the institute's vision and goals; and
- 3) Altering their need level on Maslow's (1943) hierarchy or expanding their portfolio of needs and wants from low level (e.g. Physiological or safety needs) to high

level (e.g. esteem or self-actualization needs). Bass (1985) gives the example that it is quite common in educational institutions, particularly in higher education in the USA, UK or Hong Kong, that leaders create opportunities for members to enrich their working experiences and empower themselves to pursue more challenging and meaningful tasks and goals.

The Meaning of Organization

Cole (2002) points out that the word 'organization' can be used in a number of different ways. He notes that the most important distinction to make is between the use of the word 'organization' to mean the process of ordering and coordinating activities (e.g. drawing up detailed arrangements for a recruitment programme), and 'organization' to denote a social entity formed by a group of people. Cole (2002) pointed out some components of organization as follows:

Basic components of an organization



Source: Cole, G.A. (2002). Personnel and human resource management London: Book Power. P. 43

Qualities of a Leader

According to Unachukwu (2014) leadership has been marked out as a complex activity. She notes that it is therefore only apt that one who can function in this role of leadership (leader) must be a person of many qualities, a versatile person, a great person. She identifies some of the cardinal qualities required of a leader to include: Vision, Courage, Humility, Tact, Always a Learner, Modesty, Friendliness, Integrity and Frankness, Dedication, Intelligent and Knowledgeable, Good Communication Skills. Nigro and Nigro (1980) state that the essence of leadership is influencing the actions of others; the essential quality of leaders is that they are convinced something must be done, and they persuade others to help them get it done.

Human Motivation and Leadership

In any formal organization, the attainment of the goals is not the duty of one person, but that all staff, especially the employees with varied roles and levels of performance. The employees need to be adequately motivated to be able to put in their best to ensure the optimum realization of the goals of the organization.

Habu, Dagegg and Freejob (n.d.) point out that every organization has as its objective maintaining an organization that functions effectively. To achieve these, workers in such organizations must work efficiently to produce results.

Organizational objectives cannot be achieved without the willingness of the workers to put in their best effort. The issue of motivation comes into play. They note that motivation is the term that is derived from the word 'motive', which refers to an impulse or inner drive causing a man to act.

Onwuliri (2009) observes that when management politics and practice likely are not favourable to the employees, productivity tend to reduce. He points out that motivation is the reinforcement tin cash or kind to the employees to enhance productivity and/or increase performance. He cited Maslow in his “need Hierarchy Theory” of motivation, which states 5 categories of needs namely: Physiological Needs, Safety Needs, Social Needs, Esteem/Ego Needs, Self-Actualization Needs.

Blum and Naylor (2004) highlight the complexity of motivation. According to them, the one thing that psychologists know is that an individual rarely if every behaves or responds in a situation as a result of a single motive. They clearly recognize the complexity of human behaviour and understand that a person does not often know the true reason for his behavior. Because of this complex behaviour, an individual is, in many instances unpredictable. Stressing motivation and work, it was observed by Blum and Naylor (2004) that a major error in industry has been the over-simplification of the concept of motivation. Man, they say, has many motives, and unless we recognize the part played by

each one we cannot possibly begin to understand his behaviour.

According to Denga (1996) the word “motive” defines an inner state that energizes, activates, or moves behaviour towards a good. He gave a list of verbs that define motivation as “inner forces which ignite, propel, poke, spur or energize, direct and sustain behavior towards goal attainment”. He states that a lack of motivation is manifested in a worker's lack of interest in performing because he/she has no goal to attain. Truancy, idleness, absenteeism, frequent application for excuse duty and deliberate laziness are signs that indicate a lack of motivation. Denga further opines that motivator to workers include a higher pay, prospect for promotion, a prestigious title, praise or acclaim by colleagues, a bonus, some recognition by awarding prizes (e.g. the Managing Director's prize for the most productive, most punctual, most obedient and the most careful driver of the company) and financial incentives. A general improvement of conditions of service may motivate workers. A reasonable effort to satisfy the different categories of needs will motivate workers as well. On this note, he gave the following as techniques of motivation.

1) Monetary Incentives

Money is not everything. But it can never be overlooked as a motivator. It is most effective with people who are younger in

the service and are lower in rank. This may be in the form of bonuses, increase in overtime allowances, leave allowances, transport and housing allowances. This category of employees has basic needs that need to be met, and other responsibilities.

2) Positive Reinforcement

Denga (1996) referred to this as “behavior modification” and stipulates that a worker's environment can be manipulated to change the worker's attitude to work. Manipulating the environment involves making it conducive, attractive and pleasant for workers. Most workers are proud of a clean peaceful, orderly and attractive atmosphere.

3) Worker participation as a motivator

Workers should be consulted at their own level of competence. They should involve very often in decision making also at their level of competence.

4) Job challenges as a motivator

Job enrichment is a motivator in the sense that workers who like challenging jobs will be motivated by their inner drive to “defeat” the difficult nature of the job and feel gratified.

5) Creating a conducive organizational climate

This climate refers to the “tone” of the organization which is primarily brought about by the leadership style. An autocratic, rigid, extremely bureaucratic leader does not arouse initiative, affiliation, participatory management or achievement motivation. A democratic leader encourages participation,

management-labour cordial interaction at regular times, promotes dialogue, engages in informal contacts with workers to motivate them and is flexible when needs dictate. A peaceful environment (which attempts to carry as many people along as possible), full of workers-needs fulfillment is conducive and can motivate workers.

6) Advancement Opportunities as Motivators

Workers, according to Denga (1996), want to advance in their occupation. They desire further training opportunities, they desire promotion, and other forms of advancement.

Motivated behavior, according to Nwachukwu (2009); has three basic characteristics. These are:

- a) It is sustained: it is maintained for a long time until satisfied
- b) It is goal directed: it seeks to achieve an objective
- c) It results from a felt need-an urge directed towards a need.

On employee productivity, Nwachukwu (2009) points out that the importance of productivity in any organization can hardly be overstated. He states that organizations spend millions of naira every year in order to recruit employees who are best suited for their positions. These are people who are expected to produce according to, or exceed, predetermined standards. He cited Mali who defined productivity as “the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results.

Productivity is reading the highest level of performance with the least expenditure of resources.

Achieving sustainable peace, security and national development through leadership, motivation, creativity and productivity

Fundamentally, any nation treading on the path to greatness needs to make tremendous efforts to address the issues of peace, security, effective organizational leadership and employees' motivation. Other necessary ingredients for national development encompass creativity and productivity. Ozigi and Canham (1981) posit that worthwhile development and progress can only take place in a society when its citizens are well educated and fully equipped to use their education as a means of solving the diverse and complex problems facing that society, bringing about meaningful change and thus contributing positively to its total progress. They further observed that many of the highly specialized nations which have a long tradition of formal and non-formal education have succeeded, in large measure, in overcoming many of their national problems such as poverty, ignorance and disease as well as social and political issues, through a deliberate educational policy and a programme of national development.

To this end, therefore, peace, security, workers hard work and commitment through good education and motivation are paramount. The organizational leaders, with their orientations values, knowledge, skills, behaviours and

style could meaningful demonstrate high level of competence at their respective domains and levels of control and management.

For the speedy promotion of these variables, formal organizations employ psychologist and professional guidance counselors to help them identify factors, approaches, trainings, and better and supportive environments for leaders to lead well and employees to be motivated fro better and maximum performance. This trend and reciprocity usually translate into peace and security in all ramifications. The organizational leaders and other staff require peaceful working environment, with inexplicable security to really act the best way, and to work assiduously to words the attainment of organizational goals. As formal organizations are many and varied, with diverse goals, all have focus and contribute in some ways towards national development. If equipped with adequate knowledge and skills, the motivational spirit could be high, which would speak volume in unveiling potentialities, talents for creative and productive capacities.

Creativity is often defined as imagination, ingenuity or vision. It is a way of looking at the common things. It is the ability to look at things with a fresh idea, i.e. relating previously to unrelated things. It involves the application of mental ability and curiosity to some matter resulting into the discovery or creation of a new or improved thing. Creativity is manifested in every facet of human behavior e.g. eating, dress,

manners, games, entertainment etc. It leads to the discovery of something novel but useful. Creativity involves divergent thinking, elaboration, abstraction, representation, and many other types of skills. It is an attitude which can be learned. Creativity requires an appropriate climate to be nurtured.

Creativity is an essential attribute of an effective organization. All levels of management require creative thinking. The uses of creativity involve; Decision making, Human Resource Development, Changing Environment, Social Interactions.

Implications for Counselling

Olayinka (1993) defines Counselling as a face-to-face, person-to-person relationship in which a person (the client) seeks the help of or seeks to effectively communicate with another person (the counselor). It is a relationship characterized by mutual respect, effective communication, genuine and complete acceptance of the client by the counselor, and concentration on the needs, problems and feelings of the client. It is also a relationship which facilitates growth and change in the client to become more freely and fully functional. From the foregoing therefore, Counselling is very much relevant in all human endeavours. It has much to offer as a professional service towards the efficacy of organizational leadership of today, employees' motivation, creativity, productivity, ensuring peace, security and sustainable national development. Human beings are involved and need to be helped to change or modify behavior,

foster adjustment, prevent or resolve crises, be more focused towards the attainment of organizational goals. Counselling goes further to fast-track individual and organizational development, which in the long run promote sustainable national development, as peace, security, creativity (innovation and productivity are all ensured).

Counselling, whether offered on individual or group basis, utilizes knowledge, skills and approaches to address varied issues, particularly on fostering organizational leadership and workers' motivation. It can promote intra and inter personal relationships and team work. Indolence, apathy, carelessness, truancy, absenteeism and other reckless workers' riots behaviour which affect peace, security, lack of creative capacities and overall low productivity. The counselor as an educated and experienced person should provide services such as information, orientation, placement, follow-up, planning, appraisal, consultation, and periodic evaluation. As he understands individual differences, he could also determine the type and motivational levels of such individuals. In the Counselling process, he can clarify values, correct workers irrational beliefs and work towards modifying behaviour for the better through appropriate skills, tools and techniques. By extension, he could reach out to the leaders at different levels within the organization to modify behaviours, styles, how to manage stress and plan towards workers welfare and overall goals accomplishment. The counselor

could recommend for training needs and pursue motivational factors. By using his wealth of experience, he could design and work to implement appropriately and timely variety of policies and programmes, as well as correcting erring staff behaviours and placement. In – house seminars, workshops, and symposia may be organized on topical issues relating to both leaders and other employees.

Conclusion

The proliferation of organizations all over the Nigerian society, whether formal or non-formal brings to the fore light the need for improved leadership, employees' motivation. These variables are usually considered paramount to generate peace, security, creativity and productivity. Such are basic ingredients for the efficacy of accomplishment of the goals set for the organizations. The leaders ought to play appropriate roles by the use of their diverse knowledge, skills and experience to boost staff general welfare, particularly as these relate to motivation, which invariably influence their creative abilities and ensuring high productivity. It is expected that by the promotion of these peace, security and development would be created. These, also spell the success of the organization, and in this basis the sustainable societal development may be realized.

In the light of the above, counselors as professionals would contribute through their knowledge, skills, tools and

techniques to put leaders and other staff on course. Their creative thinking abilities on productive capacities would have bearing on the efficacy of the work environment, the achievement of the organizational goals, and the Nigerian Society will reap the benefits in terms of high quality services and products. This paper has therefore addressed leadership tasks, organizations and their essence, human motivation and its importance, relationship among leadership, employees motivation and strategies for improving and fast-tracking them in relation to the optimal and sustainable development of the society. Some Counselling implications are also drawn in the light of human, organizational and societal dynamics.

Recommendations

The author gives the following recommendations, which if considered and implemented with fast-track development at the level of formal organizations and translate to sustainable national development:

- (1) Good mechanism for staff recruitment, retention should be developed by all work organizations. This needs to be done in very transparent and accountable manner. Merit should be a priority.
- (2) Communication in formal organizations needs to be improved-vertically, horizontally, verbal and non-verbal. This will promote understanding, confidence, and eliminate crises, rumour-mongering and other forms of negative behaviours by

leadership and employees.

(3) There is need for continuous and positive staff (employees') appraisal of performance which may take place periodically.

(4) Reward system need to be carefully worked out and implemented to motivate and retain employees.

(5) Healthy competition: Intra or inter-organizational to enhance commitment and hard work. Staff development should be major priority.

(6) All forms of stress and stressors should be identified and addressed. Employees' needs could be identified and addressed.

(7) Formal work organizations should engage the services of psychologists, social workers, Counselling psychologists, psychometrics, medical and sports personnel to ensure physical and mental health of employees. There should be welfare packages to boost motivation and meet up staff needs.

(8) Team work spirit should be promoted through such avenues like committee system, brain-storming for decisions, creativity and unveiling talents and individual potentialities.

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