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## LEADERSHIP AND MOTIVATION IN CRISIS SITUATIONS

### **Assoc. Prof. Emrush AZIZOVIC, PhD**

University "Haxhi Zeka" - Pec, Republic of Kosovo  
Email: azizovic.emrus@gmail.com

### **Anela DZOGOVIĆ, MSc**

University "Haxhi Zeka" - Pec, Republic of Kosovo  
Email: dzogovic.anela@gmail.com

### **Melisa AZIZOVIC**

University "Haxhi Zeka" - Pec, Republic of Kosovo  
Email: melisa.azizovic@gmail.com

**Abstract:** *Continuous development of the society, vertiginous progress of technology which is becoming more and more available and more complicated, leads to confrontations with different and numerous crisis.*

*We live in the conditions of dynamic changes, because of which it is necessary to constantly create new ideas and talents, to lead them, so they would be achieved in the future, which can only be achieved with the help of capable leaders.*

*Leadership is mainly defined as a process of streaming of influence on the activities, which are relevant to achievement of goals of members of the group. A leader means a figure which should carry out a specific leading role.*

*Management in crisis situations is a discipline which deals with risks and its evasion. Management of crisis as a broader term includes a spectra of activities in organization directed from actions of prevention before the crisis, through the management of crisis in general, up to the studies in finding of new ways of thinking and acting in a crisis.*

*Motivation of employees is a very important factor for a modern leader, because only thanks to a creation of a quality motivating system, one can achieve a larger organizational success in crisis situations.*

*Rewarding and motivation of employees in a leadership is considered one of the most sensitive activities, especially in crisis situations. With these activities should be employees can be encouraged to work in a much better and more efficient manner, making better results.*

**Keywords:** *Leadership, leadership styles, crisis situations, motivation, rewarding, organizational success, sources of power.*

## **INTRODUCTION**

In this presentation, we have presented the influence of leadership and motivation in a crisis situation, and we have explained the connection between the two.

Special attention should be made to the leaders and their employees, because the success of the implementation of goals in crisis situation depends on them.

A leader must motivate his employees in a way that they would provide their maximum, in order to accomplish their tasks and goals within the foreseen deadlines. If they manage to do that in accordance with the agreed procedures and finish everything on time, they shall be rewarded for it, and if they did not, they shall be penalized.

A leader must have the knowledge, which he would transfer to his employees, and thus the organization would be more successful.

In the present, modern organizations are increasingly using new web technologies, which allow them to perform their entire business, i.e. all their activities are presented to their employees.

The entire material, which is important to their organization, can be published on different web-pages, which can be downloaded by the employees and can be played as much as they want. In this way, those who are logged on the web-pages, on which a certain organization has published their offers, which are its affinities, advantages and disadvantages, all those interested can get acquainted with their businesses.

## **1. IMPACT OF A LEADER ON TEAMWORK**

In present times, the most successful organizations are those which are performing their work in a joint manner i.e. team work [1].

The motives for forming of teams are different, as well as the reasons which affect the success or a failure of an organization. When we talk about the reasons for the formation of teams, it is important to know that efficiency of a team does not depend upon the casual circumstances, but from their effort i.e. performed work. If they have invested enough effort, the success is guaranteed. It is also important to note that there must be good communication between all the members.

The Team Leader does not need to act as a superior, instead, he should allow everyone to give their own ideas, opinions and to jointly participate in all tasks in resolving and removal all of problems in a best possible manner.

Efficient teams clearly and openly communicate about the problems, while inefficient communication can lead to unnecessary tension and stress among the members of a team.

According to it, if teams are working together, all disagreements and problems shall be solved, and the achievements become more evident.

## 2. LIKERT PATTERNS OF LEADERSHIP BEHAVIOR



**Figure 1: Likert styles**

Likert has established that the managers of most successful sectors are characterized by some common behaviors, which can be listed under the following pattern.

- They were monitored by their superiors only in general matters, and not in details;
- They are monitoring their subordinates only in general, not in detailed elements of work;
- They enjoy their responsibility and authority;
- They are spending more time in monitoring;
- They are more oriented towards the employees, rather than towards the production.

Further in his research, he proposes a model, made of five following conditions for an efficient behavior of a leader.

1. The principle of supportive relations. Leadership and other processes in the organization must be such to ensure maximum possibility, that will each member of the organization in his interaction and relations with the organization have a sense of support.



2. Group methods of monitoring. The management will fully use its human resources capacities, only when each person in the organization, a member of one or more working groups, which have a high degree of group loyalty.

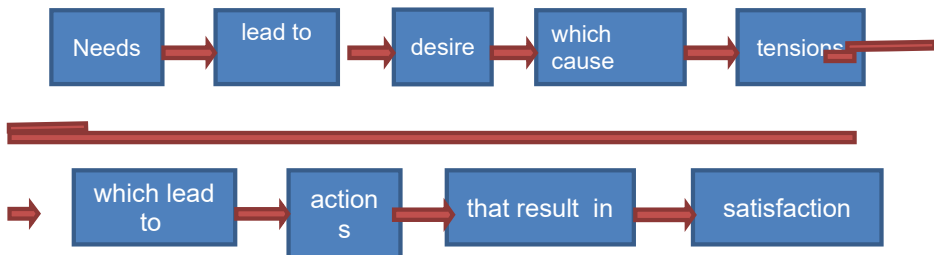
3. Highly set targets. In regard to performance. If a high level performance must be achieved, it is necessary that the leader is to be turned toward follower, and at the same time has highly set targets in terms of performance.

It should be noted that, according to Likert, efficient leaders are those who are applying either system 3 or system 4, which he called the "alternative living style organization".

### 3. THE NOTION OF MOTIVATION

Motivation is a process, in which the employees have an unmet need, and initiate and direct their behavior toward a specific target. Each employee has a certain desires and needs, which need to be accomplished.

A leader should identify those needs, and to satisfy them, because in this way, he can achieve the personal goals of the organization.



**Figure 2: Source: Dane Kordić, Management of organizational behavior, Faculty of Economics, Mostar, 2002.**

The scheme clearly shows that motivation is an urge for the satisfaction of a wish, and when a wish is satisfied, it results in a feeling of an accomplished result. In essence, it represents satisfaction [3].

In order to motivate the employees of a certain company in an adequate manner, the motivation must have a certain direction. Someone can be motivated on a higher greater level, while others may be motivated on a lower level of intensity.

**Table 1: Motivation elements**

MOTIVATING ELEMENTES
Interesting job
Autonomy and trust
High salary
Working conditions

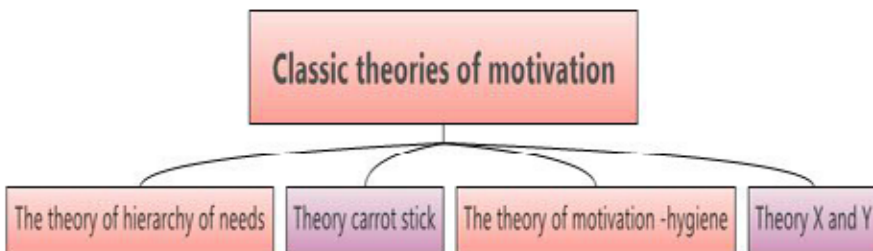
**Table 2: Demotivating elements**

DEMOTIVATING ELEMENTES
Reduced salaries
Inappropriate working conditions
Failure to advance and specialize
Boring job

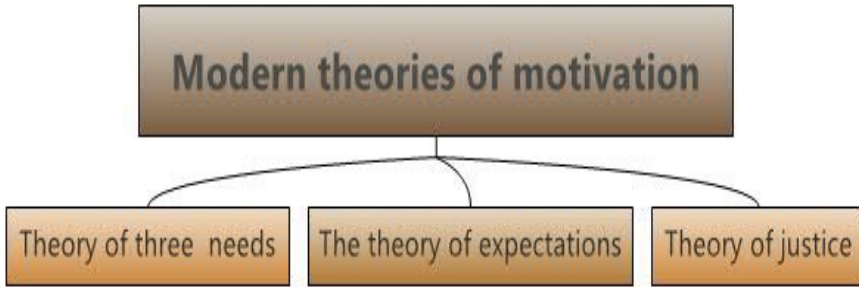
We should have in mind that different people have different needs; the same people living in different contexts have different needs. Reviewing the needs of humans, which represent the basic motive, as well as the driving force of human activities and conduct, we can conclude that the researchers of this phenomenon mostly agree about the list of needs of a human.

### 3.1 CLASSIC AND CONTEMPORARY THEORIES OF MOTIVATION

When we talk about motivation, it should be mentioned that there are many theories, but the ones that stands out the most are classic and contemporary theories.



**Figure 3: Classic theories of motivation**



**Figure 4: The theory of hierarchy of needs**

### **3.2 LEADERSHIP ROLE IN MANAGING EMPLOYEE MOTIVATION IN CRISIS SITUATIONS**

A modern leader is a leader who in his employees sees powerful source of energy, which derives from capabilities, personality characteristics, knowledge, and can inspire loyalty and enthusiasm which he leads.

Today, the biggest quality of a leader is considered his ability to solve complex issues of motivation of employees, which affect the efficiency and effectiveness, creativity and quality.

Motivation represents the force that affects in or within a person, which makes the person to act in a specific manner.

There are many motivation strategies, whose objective is to meet the needs of members of organizations, through organizational behavior, which are the following [4]:

- Communication,
- Attitude,
- Design and enrichment of work,
- Modification of behavior.

The first strategy of motivation is communication. Good communication between the leaders and the followers is very important, because it provides fulfillment of basic human needs.

Holders of good communication must be the leaders. Their attention towards the followers, their willingness to find out their problems and solve them, to have a sense of belonging to the organization, and thus the feeling of self-affirmation through

the work for the organization. Besides all needs that a man has, in reference to basic needs, communication is one of the primary means for the fulfillment of these needs.

Another strategy of motivation is the attitude of the leaders towards his followers. This strategy is presented in the best way in the theory of X and Y, which is explained by McGregor.

The theory X is represents a negative attitude that involves the assumption about the insufficiently active employees, about their lack of interest for the quality and the contribution to the organization. By having this, we could say that they act demotivated.

While the theory Y represents a positive attitude of leaders, meaning that workers are hardworking, dedicated, and that they identify their selves with the organization, most certainly shall act motivating on the associates.

The third strategy of motivation of employees is design and enrichment of work. The objective of this strategy is to reduce the usual routine of a post, but also the achievement of greater efficiency in the workplace, respectively in the course of working. The way to eliminate the usual routine of a workplace through the design of the work is the rotation.

The fourth strategy of motivation of employees is based on the concept of the so-called modification of behavior. By this, we are referring to a specific behavior of the employee, depending on the consequences, which such behavior produces. In order to have the positive effect of the strategy of change on work motivation, it is necessary that the management informs the employees about the relation between the behavior at work and the consequences.

### **3.3 LEADERSHIP AND REWARDING OF EMPLOYEES IN CRISIS SITUATION**

The system of rewarding includes money and services, which are provided by the employer for his employees and their hard work [5]. By the system of reward, one can send a direct message to employees in regard to what is being evaluated, and what the organization or an institution stick to. It has a motivating effect, but what is even more importantly than that, it can act demotivating, and can block explicit knowledges. What is the most important fact is that each institution should deal with it, meaning the system of reward, not because the costs are huge, but primarily because it has a great influence on behavior, results and the culture.

In order to create a favorable working environment, which would encourage employees on creative and innovative attitude towards their work; many organizations

are using properly designed system of rewarding the employees in crisis situations. Prizes and awards are the best ways to support and indicate efficient conduct of those involved in a crisis situation, to assist the people, to be satisfied with their selves, and to be very proud of the results that they are achieving, as well as to motivate them. The first-class leaders know that their success depends on the work of their subordinates, because of which they pay great attention on the relationship with their subordinates, as well as on their needs and desires. That specific care about the motivation of the subordinates makes the difference between the special and the first-class leaders.

### **3.4 REWARDING OF EMPLOYEES (FINANCIAL AND NON-FINANCIAL REWARDING)**

Each employee wants to be adequately rewarded for his work and the commitment. In devotion towards the achievement of organizational objectives, the workers undermine their personal interests for the benefit of the interest of the organization.

In order to successfully implement their tasks in a crisis situation, each organization has to find an optimal combination of financial and non-financial incentives (stimulus) for their employees, which would depend on numerous factors: the sector in which it operates the competition in the labor market, the nature of the job, and the structure of the employees.

Compensation for the engaged workers, can be the following:

- financial compensation, and
- non-financial compensation.

Financial compensation for the engaged workers are developed in almost all organizations, regardless to the fact if those are large or a small ones. Financial or stimulation with money is not standardized, and is not equal on all levels. Those can be classified in two categories:

- direct, and
- indirect compensations.

Non-financial compensation is divided into two important factors, which largely define employee's satisfaction, such as: the work and the working environment. The non-financial compensation can be enumerated as it follows:

- policy of the organization,
- the status,
- the working conditions,

- the associates.

The system of rewarding the employees is made of direct and indirect wages.

Direct forms of wage is made of [6] basic a salary, which is paid for the performed work during a certain period of time, and wages in the form of different incentives, which are generated on the basis of results of the work. Direct financial compensation is related to the basic salary which an employee receives as the compensation for the work.

In that case, the employees receive cash in hand. That includes social and pension insurance, transport of workers to work, hot meals etc. In the first case, participation is being rewarded, while in the second, the achievement.

Indirect financial compensations are everything, which is related to the clarification of criteria, in order to motivate the desired behavior. Workers who receive their salary can behave in one of the following two ways:

- they could accept the salary, considering that it is really the result of their work;
- they could not accept (or refuse) the salary and to express their dissatisfaction.

When the workers accept their salary, they feel motivated for their job, and feel a sense of a great pleasure for the fact that their work contributes to the success of the organization. If it does not accept their salary, they could cause certain consequences. Workers are considering that good work is not worth of it, and that they are not adequately rewarded.

## CONCLUSION

Continuous changes which are happening in the leadership, organizations and the technology itself, require continuous advancing of person. Especially important fact is that the leadership knows the level of motivation and of the satisfaction of employees at their working places, as well as the expectations of the achieved results. In order to make that each employee is satisfied with his work, he must be motivated in order to fulfill all tasks which are being asked from him. Motivation, rewarding, education, earning of money, possibility of promotion and acquisition of new knowledge, training and professional development, are the most important areas of action of the leadership in efficiency and effectiveness of the employees.

Choice of strategy styles of leadership mean nothing if those are not transformed into a strategic plan, which is then implemented in practice. By the system of motivation are included the financial and non-financial compensation, whose objectives are satisfy all needs, and to know all relevant theories which represent the relation between the superiors and their subordinates.

Emphasis should be placed on team work, because everything functions much better when they work together, and have confidence in each other. Identification of existing potentials, besides the recognition of mistakes and shortages is decisive in control over a crisis. Sudden events, which in the literature are described as crisis events, are almost becoming an everyday event in a life of a human being.

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