

COMPARATIVE ANALYSIS OF MOTIVATION AND LEADERSHIP THEORIES AS TOOLS FOR EFFECTIVE PUBLIC SECTOR ADMINISTRATION

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ABSTRACT

Leadership and workers motivation are key issues that improve organizational productivity. The paper examines leadership and motivation theories as vital elements of organizational development and effectiveness, especially in public sector administration. Starting from the classical to the most contemporary approaches to leadership and motivation in comparative perspectives, the paper provides managers with working tools for effective and efficient management of their various organizations. The objective therefore is to relate motivation and leadership theories to organizational management. The paper finds out that there is no one best approach or theory to workers motivation and leadership effectiveness and that all theories are relevant to organizational management depending on the scope, objectives and philosophies of the organization. Arising from this fact, the paper identifies that there are some limitations and weaknesses of leadership and motivation theories, but advocates/recommends among other things that managers should have as many theories as possible at the tips of their fingers to enable them thrive in organizational management. The paper therefore concludes that comparative approach to motivation and leadership theories will become an eye opener and the best strategy for achieving organizational effectiveness.

Key word: leadership, motivation, theories, management, effectiveness.

INTRODUCTION

Prior to prehistoric times, people have been managed in groups and organization. Even the simplest form of hunting and gathering of bands in the primitive age generally recognized and obeyed a leader or group of decision-makers, responsible for the welfare of the bands.

However, as society grew larger and more complex, the need for organizations and managers become apparently desirable. Government could not for example be run by few individuals and this gave rise to the emergence of many administrators and bureaucrats who were needed to manage the operations of the state or nation. Arising from this development, there was dire need to develop principles that would guide the operations of managers and effectiveness of the organization.

But, it should be acknowledged that attempt to develop theories and principles of management are relatively recent. Thus, the Industrial Revolution of 18th century gave rise to the need for the development of new technologies at the time concentrated great quantities of raw materials and large number of workers in factories. Goods were produced in large quantities and had to be distributed widely. All these elements that had to be coordinated via public sector administration called attention to the problems of management.

CONCEPTUAL CLARIFICATIONS

THEORY

A theory is a set of arguments which explain a phenomenon. It is an instrumentality which explains a happenstance. Nwali (2013) opines that administration, management or leadership theories are sets of arguments or concepts which explain the part of the administrator. He added that there is no fact without a theory, hence, theory is usually selective of a priority or perspectives and the data they define are usually significant. Moreover, theory helps to explain the past and enables us to understand the present as well as helps to produce the future. A theory conceptualizes and assumes a relationship between variables. Also a theory tries to synchronize data for empirical classification and unification.

According to Ollawa (1978), a theory is a specially designed or stated framework of sequential designs meant to explain or predict assumed relationship between two or more variables. But Oxford Advanced Learners' dictionary defines theory as a set of properly debated ideas intended to explain facts, events or a principle on which a subject of study is based. Theory is much more than prescription. It seeks primarily to explain and predict future.

Duru (2010) states that the world of theory is an abstract one. He added that something may be true in theories but not in practice.

However, the theories and practise of Public Administration make it easier for us to decide what we must do to function most effectively in an organization. Without theory, all we have are intuition, hunches and hopes, which are limited to use in today's increasing complex organizations and world, (Nwali, 2013). As leaders and managers, we should have at our disposal many ways of looking at organization and at the activities, performance and satisfaction of people in organization and each of these ways may be useful and more for others.

At the realm of leadership and management, Nwali (2013) proffered that theory acts as follows:-

- i. A guideline for conducting policy analysis,
- ii. A lens of perspective through which policy making process and entire public administration is understood and explained,
- iii. It helps us to collect and arrange relevant data for effective public policy and administration,
- iv. It helps managers to take an objective of the people in a given organization,
- v. It helps to correctly assess structures of organization, and
- vi. Also helps to determine the methods adopted by managers to run the affairs of the organization.

LEADERSHIP

Nwali and Okpata (2013) succinctly state that in every state or organization, the major problem that has often posed threat to its existence is the problem of leadership. Leadership is the act of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for the achievement of the group objectives. Leadership is a way of influencing or motivating people to move towards a common goal. Thus, the onerous task of steering the ship of any state or organization cannot be realized if there are no persons with the constitutional empowerment or enablement to carry out the task of governance/administration, (Nwali and Okpata, 2013). Laurie (1998) defines leadership as the relationship through which one person influences behaviour of other people. This means that the process of leadership cannot be separated from the activities of groups. But, the leadership behaviour relationship is not limited to leader behaviour resulting in subordinating or dynamic behaviour, hence, leadership is a dynamic process.

Leadership in the words of Nwali and Nkwede (2013) is the ability of influencing the activities of others without any form of coercion or threat towards the realization of the goals of a group, enterprise, organization or nation. They added that the followers must be influenced to work enthusiastically towards the realization of stated goals. Thus, the function of leadership as Nwali and Nkwede continued to preach should always induce or persuade all subordinates or followers to contribute willingly to organizational needs (Agena and Oketa, 2002).

A good and effective leader should take responsibility for his actions and that of his followers not minding the situation. This action can make the leader to exert much influence on his followers and the followers having confidence in their leaders. A leader who abandons his followers in the face of responsibility cannot command respect and influence in such an organization or society. In all, Agena and Oketa (2002) believe that good leaders must:-

- i. Have influence
- ii. Provide direction, and
- iii. Help in the attainment of group or societal goals.

MOTIVATION

Motivation is the set of force that cause people to behave in certain ways (Griffin 1997). It is the set of forces that initiate behaviour and determine its form, direction, intensity and duration. According to Gannon (1979) quoted in Okorie (2012) motivation is the needs, desires and concepts that cause staff to act in a particular end through the manipulation of incentives.

In an organization, motivation seems to flow from top or the senior workers to the bottom or the junior workers. Naturally, each worker expects some forms of motivation from the next senior in the hierarchical order. It has been experimented that when staff are motivated, the morale will be high and this facilitates the attainment of organizational goals. By implication motivation leads to high morale and productive efficiency of workers, increase the interest of the staff on the job, confidence and enthusiasm in jobs they do.

PUBLIC SECTOR ADMINISTRATION

Public sector is a term used to describe those outfits owned and managed by the government, federal, state or local. Thus, the existence of public sector can be attributed to the prevalence of political and social ideologies, which depart from the premises of consumer choice and decentralization of decision making. Public sector means those areas of societal activity directly owned, funded and managed by the State as opposed to private sectors which are organized and owned by individuals and groups (Nwali and Nkwede, 2011).

Thus, Njemanze (2004) had written that the public sector comprises the federal government ministries, extra ministerial departments and boards, while those of the state government include ministries and departments, local government councils and government owned corporations or parastatals. This means that public sector in this parlance means the organization or arrangement of group of outfits with people charged with the responsibilities of doing government business, example is the local government.

The conceptualization of public sector administration in this paper begins with splitting public sector from administration and defining them separately before marrying them together. Having made this point, public sector from our previous discussion represents those aspects or areas of societal activity directly owned, funded and managed by the state as opposed to private sectors which are organized and owned by individuals or groups. Corroborating the above point, Onu (2005) says that though, the public sector is measured and managed by mostly citizens and non-citizens employed by government and paid from government coffers, these employees who are paid for their services are not direct owners and have little stake in the success or failure of government business. This is as opposed to the private sector where enterprises are owned directly by individuals mostly through shares and profits declared at regular periods. He concluded that while it is easy to measure the success of private sectors, it is not easy to measure that of public sector.

On the other hand, administration can be seen in its encompassing nature because it is common to group efforts, whether private or public. In the words of Okpata (2004) organization's growth informs administrative concept, hence whenever an organization has grown beyond simple face-to-face relationship, its operational mode and activities would become administrative, especially with regards to goal accomplishment. Organization exists to achieve some predetermined objectives through the co-ordination of group efforts. He added that it is this desire to achieve common objectives through organized group efforts that gave rise to administration, especially in the public sector. Thus, administration is concerned with the

co-ordination, harnessing and energizing of organizational resources in a manner that an established objective of an organization is achieved. Nevertheless, the attainment of administrative goals of an organization using possible sources requires the elements of planning, organizing, commanding, controlling and co-ordinating. Organization may be private or public. If it is public organization such as government ministries or extra-ministerial department or the entire state as a collection, then, we talk of public sector administration. Okoli (2002) had identified that for an activity to be called administration, it must be;

- Purposeful, and
- Involve cooperative action.

Defining Public Sector Administration, Nwali and Nkwede (2011) note that public sector administration consists of all those activities and operations having their purpose towards the fulfilment and enforcement of public goals. It is concerned with the working of bureaucracy, especially in the implementation of government policies and programmes. The efficacy of this definition is premised on the grounds that the enforcement of public sector policies is primarily the major preoccupation of the public bureaucracy who is responsible to the government that employed them.

According to the Economic Commission for Africa (2004), Public Sector Administration is a label used to describe a management culture that emphasizes the centrality of the citizen or customer as well accountability for result. It is a set of broadly similar administrative doctrines, which dominated the Public Administration Reform Agenda of most countries from the late 1970s. It captures most of the structural, organizational and managerial changes taking place in the public services of most countries and a bundle of management approaches and techniques borrowed from private sector for profit orientation. The new public sector administration therefore shifted emphasis from the traditional public administration, which has three major static principles to public management, pushing the state towards managerialism. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy, planning and centralization, direct control and self-sufficiency is apparently being replaced by a market-based public service management or enterprise culture. This market based explains what we mean by Public Sector Administration.

The emergence of Public Sector Administration which has gradually become of researchable interest to scholars is premised on the new social actor which is gradually taking over those functions that the traditional public administration is incapable of discharging satisfactorily. Based on this, scholars have advocated for the involvement of private sectors into the management and administration of the Public Sector. The justification is based on the prevailing argument that no government can seek to maintain welfare state, pursue full employment or provide basic social rights in a global economy where capital is free to roam the world in pursuit of the largest project margin (Kelvin 1997). Other arguments have been on how the citizens who participate in the Public Sector Administration will be able to measure its success and failures and benefit from its projects. This has informed the argument that the Public Sector should adopt private sector orientation. Thus, the attempt to address this issue has led to the economic liberalization of the Public Sector, exemplified in representative bureaucracy, privatization and commercialization as well as public-private-partnership.

NATURE OF PUBLIC SECTOR

It has earlier been established in this paper that the Public Sector comprises of all the government owned institutions. By this, it means the federal government ministries and departments, state ministries and departments, local government councils and government owned corporations or parastatals, as well as boards and extra-ministerial departments etc. Public Sector is non-profit oriented organizations that have their objectives among others as the provision of social goods and services. Some public organizations in Nigeria were established for dual purposes of earning profit for the state and other socio-economic objectives as creating employment and elimination of poverty. The main nature and characteristics of the Public Sector organizations is that they are owned and managed by the government, who determines the modus operandi in the enterprise. Nwali and Okpata (2012) explained the Public Sector with the following features viz:

- **Lack of Profit Motive:** The objective of the public sector in providing goods, welfare services and infrastructure is not to make profit, but to achieve the goals of social and economic stabilization within the polity.

- **Service Oriented:** The public sector is predominantly service oriented. Services such as national defense, infrastructural facilities etc are regarded as public goods and are provided by the public sector. Such goods cannot be withheld for non-payment nor could any individual be excluded from receiving the benefit.

- **Reliance on Taxation:** Taxation is a reliable source of income in the drive for Public Sector administration. While the government has power to impose taxation directly to raise fund, public corporations receive their own share of tax revenue through subventions given to them by the government. All these are geared towards ensuring the welfare of the public for better standard of living hence tax is pro-core.

- **Reliance on Legislative Authority:** The public sector derives its existence from legislative enactments such as decrees, acts, constitution etc. Their activities are also regulated by these enactments because their operations have legal framework.

- **Reliance on Budgetary System:** Budgetary system is an indispensable control mechanism in the public sector. The Nigerian constitution provides that the president shall be caused to prepare and lay before each House of the National Assembly at any time in each financial year estimates of the revenue and expenditure of the Federation for the next following financial year.

MOTIVATION THEORIES

One of the classical theories of Public Administration came from Psychology and is known as Motivation Theory. Public Administration has been facing a problem of the best way to motivate workers to perform assigned tasks to meet or surpass predetermined standards. Motivation has been described by Nwali (2013) as that energizing force that induces or compels and maintains behaviour adding that when human behaviour is motivated, it could be goal oriented. Steers and Porter (1975) cleared better grounds when they averred that work motivation is a condition which influences the arousal, direction and maintenance of behaviours relevant in the work setting. It is an inner state that energizes, activates, moves, directs or channels behaviour toward a goal. Motivation generally includes:

- Financial incentives,
- Cordial working environment,
- Challenging and responsibility,
- Personal accomplishment,
- Recognition for accomplishment achieved, and
- Opportunity for growth and advancement in the work place.

THE MASLOW'S HIERACHY OF NEEDS

Abraham Maslow based his theory on three (3) assumptions:

- That human beings have many needs differing in nature, ranging from biological needs at the lowest level to psychological needs at the upper level,
- That individuals are in the constant state of motivation and never achieved satisfaction except for a very short lime, and
- That these needs occur in order of hierarchy, therefore, the lower needs must be satisfied before the higher level needs arise.

Accordingly, Maslow stated five (5) basic needs which are arranged in primordial order to include: physiological needs, safety needs, social needs, esteemed needs, and self –actualization needs.

Physiological Needs are those basic needs of humanity. At this level, man's basic aim is to survive, therefore, basic needs at this level include; food, water, sleep, shelter and sex. If such needs are not met, higher ones cannot arise and this stage of person's career.

As for **Safety Needs**, unlike the former, the major need here is self preservation which include; protection from element that could bring destruction, clothing, comfort, peace and he would need orderly and clean environment. Paramount to man here is physical protection at his job and job security. Social needs capture love and belongingness as the basic need of man at this stage. It includes the need to give and receive affections from people around; wanting to be accepted and associated with by others.

For **Esteem Need**, Maslow divided it into two which include;

- (i) Self esteem which include, confidence, independence and freedom, and
- (ii) Prestige and reputation which shows his needs for attention and recognition for work he is dong like chieftaincy and certificates of recognition. This include self esteem and his esteem for others.

Maslow says that **Self- Actualization Needs** occurs as someone reaches his final potential. Self-actualized person is contended, creative and confident. The prospect for a person reaching to self-actualization is usually for his properly reaching the highest skilled or managerial employees. But critics had it that only about 10% of people reach their fullest potential till death.

MOTIVATION HYGIENE THEORY

The exponent of this theory is Frederick Herzberg a Professor of Industrial Medical Health who studied together with his colleagues Mausner who interviewed what is known as critical 300 professionals: accountants, engineers etc in Peaseburg USA. He asked them to mention those conditions that made them to feel exceptionally good or exceptionally bad. Those high and low morale and also the effects on them over a period of time. Based on the results, he developed two groups of factors via, those that gain happiness and those on the sadness side. He called those on the happiness side motivation while those on the sadness side he called hygiene factors. He noted motivators as:

- Achievement,
- Recognition,
- Work itself,
- Responsibility, and
- Advancement or promotion.

McGREGGOR'S THEORY X AND Y

Douglas McGregor assumed two theories which he calls theory X and theory Y. Theory X is known as the strictness or punishment while theory Y is the inducement methods. In his assumptions, he said that the theory X managers assumes that human beings prefer to be directed and avoid responsibility having little or no ambition and prefers no security and personal survival and every other need. For theory Y managers, the assumption is that human beings need psychological efforts in their work to exercise control in order to get him do his work well. Theory Y managers believe that human beings naturally do more under conducive environment and will assure to work more or aspire to do more work. Here, the capacity of every human being to seek higher degree of his creative ability is widely distributed to a group of people.

However, Mcggregor never favoured any of his quest particularly, neither of the theories is a style of management. It goes further to state that none of them guarantees success, rather, each of them is a set of assumptions which will lead to variety of strategies in the light of individual situations.

THE ERG THEORY

This was developed by Clayton Alderfer as a modification of Maslow's hierarchy of needs.

E - This refers to existence of needs and it includes physiological and security needs.

R - Relatedness needs which includes social, belongingness and esteem needs.

G - Growth need which includes self-actualization needs.

Thus, the main deviation of ERG from Maslow is that a worker may be motivated by more than one need.

McCELLAND NEED THEORY

The proponent of this theory submitted that human needs are many and it anchors on the following issues.

- Need for achievement
- Need for affliction, and
- Need for power

The position of the theorist is that the manager should discover these needs and be adequately guided towards attending to them in order to motivate the staff. When a staff needs achievement, give him higher and challenging responsibility so that he/she can boast of having made remarkable impact in the organization. Giving him opportunity to officiate and get well integrated is the mainstream of the organization and as well with co-workers. Ensure that he has power or authority to discharge. This therefore forms the basis of his being motivated.

LEADERSHIP THEORIES

It is indisputable reality that when policies are in trouble waters, there is the clamour for good leadership which is essential for effective good governance, policies, direction and implementation. The capacity of a leader to provide effective leadership in periods of changing situations enhances the rating and credibility of leader, but the inability of a leader to give effective direction in situation of this nature tends to diminish the people's confidences on the leader, (Nwali and Okpata 2013). In other to provide answers to the questions of leader and leadership effectiveness, attempts should be made to examine some theories of leadership.

THE TRAIT THEORY

This theory represents the earliest works on leadership which tends to point that great men possess certain superior traits or qualities that make them different from others or their followers. Thus, the theory brought to limelight the traits or qualities which a leader must have and these include intelligence, sizable or of outstanding appearance, be of good judgement, have better initiative, must be honest, open minded, truthful and courageous and have ability to accept responsibility and that of his followers.

However, despite the belief of the trait theorists, the conclusion drawn from understudying all these traits shows that there exist no evidence that universal leadership traits exist. Trait can be defined as any distinctive physical or psychological characteristics of an individual to which his behaviour can be attributed. Taking this definition as a point of departure, it becomes essentially difficult to find consistent traits that can be associated with leaders. Moreso, studies have shown that successful leaders that ever lived never possess all those qualities as the trait theorist would want us to believe and yet, these leaders made an impact in global politics.

BEHAVIOURAL THEORY

The inability of the trait theory to provide a panacea to the problems of leadership brought about a slight of emphasis to the behaviour pattern of the leader. The behavioural approach usually in the words of Egwu (1999) was developed out of the debris of trait theory. The theory points that an effective leader can be best described or assessed by behavioural pattern rather than by individual or personal traits like intelligence, emotional stability, good judgement, a sense of humour, ability to accept responsibility, power to express the common will etc. Thus, studies have identified two major areas in leadership behaviour. The point focuses on the influence of the leader based on his position or the use of authority and the second is the interest of the people likened with productivity which is the goal of an organization.

THE SITUATIONAL THEORY

Owing to continued disillusionment with the “great man” and trait theories to understanding leadership, attention turned to study situations and belief that leaders are products of given situations. This theory concentrates on the importance of the situation in the study of leadership. A variety of people with differing personalities have emerged as effective leaders in different situations. The person who becomes the leader of their work group is thought to be the people who know best what to do and seen by the group as the most suitable leader in that particular situation. This theory focuses on what the leader actually does, rather than on the personality characteristics or qualities of the leader.

This theory obviously has much meaning for management theory and practice. It has meaning for practicing managers who must take into account the situation in it's entirety when they design an environment for performance.

CONTEMPORARY LEADERSHIP THEORIES

TRANSFORMING LEADERSHIP THEORY

Burns (1978) is credited with revolutionizing scholars and practitioners view of leadership. Burns defined transforming leadership as occurring when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Although, the relationship between leaders and followers initially stood out separately, but the purpose of leaders and followers has recently become fused. Burns believes that leaders play a major role in shaping the relationship with followers adding that leaders are commonly more skilful in evaluating followers' motives, anticipating their responses to an initiative and estimating their power bases than the reverse.

Transforming leadership has an elevating effect on both the leader and the led because it raises the level of human conduct and interaction. In the end, transforming leadership is a moral process because leaders engage with followers based on shared motives, values and goals. Transforming leadership contracts with transactional leadership whereby the leadership is limited to the leader's ability to appeal to followers' self-interests for the purpose of an exchange of valued things.

Burns asserts that only followers can ultimately define their needs. This implies that followers must maintain freedom of choice between real alternatives. Transforming leadership operate at the highest stages of moral development. Thus, he believes that transforming leaders are guided by near-universal ethical principles of justice such as equality of human rights and respect of individual dignity.

TRANSFORMATIONAL LEADERSHIP THEORY

Bass (1996) built upon Burns (1978) original ideas to transforming leadership. He began empirically to examine the theory and calls his revised the transformational leadership. The two terms may seem nearly identical, but there is an important distinction. Whereas Burns' theory focuses more on social reform by moral evaluation of followers' values and needs, Bass' transformational leadership theory focuses more on attaining practical organizational goals or objectives (Yukl, 2010). Bass asserted that leaders demonstrating transformational leadership typically engage in several categories of behaviour. These behaviours typically enhance follower's motivation and performance.

According to Bass (1996), transformational leaders tend to achieve three major objectives viz:

- make followers aware of the importance of tax outcome
- induce followers to transcend personal interest for the sake of the team or organization, and
- Move followers towards higher-order needs.

As a result, followers fed more confidence in the leader and report feeling greater trust admiration, loyalty and respect especially when they are motivated to do more than the originally expected. Although, numerous dimensions of transformational leadership have been theorized and researched, it is commonly accepted that transformational leadership comprises four categories:

- Idealized influence
- Individualized consideration
- Inspirational motivation, and
- Intellectual stimulation

TRANSACTIONAL LEADERSHIP THEORY

The proponents of transformational leadership advocate contingent rewards to followers in order to achieve obedience and high productivity. This theory believes that leaders should guide or motivate their followers in the task requirements. This approach focuses or emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of contract through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.

Exponents such as Burns (1978), James Macgregor and Stephen Covey believe that transactional leadership has been the traditional model of leadership with its roots from an organization or business in the bottom-line. According to Covey (1992) transactional leadership:

- Builds on man's need to get a job done and make a living.
- Is preoccupied with power and position politics parks
- Is mired in daily affairs
- Is short term and hard data oriented
- Focuses on human relations to lubricate human interactions.
- Follows and fulfils role expectations by striving to work effectively within current systems, and
- Supports structures and systems that reinforce the bottomline, maximize efficiency and guarantee short-term profits.

RELATIONAL LEADERSHIP THEORY

This theory is also known as leader-member-exchange and it asserts that managers should develop differentiated relationships with direct reports within their organizations. According to the theory, managers develop high quality relationship with only a few.

This theory was originally labelled vertical dyad linkage because it focused on the reciprocal influence of managers and their direct reports within vertical dyads whereby one has direct authority over another (Yukl, 2010). There are tremendous advantages for direct reports who establish high quality relationships. They tend to receive more desirable tasks; assignments are delegated for greater authority in order to receive greater tangible rewards (such as pay increase) and receive greater approval and supports.

Scholars such as Green and Uhl-Bien (1995) believe that manager-direct report relationship develops in a three stage process described as life cycle model. The stranger stage begins when leaders and members first come together. This relationship is purely contractual in nature, whereby leaders provide member with what they need and members perform prescribed work activities. In the acquaintance stage the second of the life cycle stage, there is an increase in social exchange. The relationship begins to transcend formal job requirement as leaders and members share together greater information on a personal level in addition to job level. The third and final place is described as a mature partnership. These exchanges are highly developed and characterized by a mutual sense of trust, respect and obligations. Participants in such relationship can count on one another for loyalty and support.

SERVANT LEADERSHIP THEORY

Greenleaf (1977) proposed the concept of servant leadership. Greenleaf believes that the primary responsibility of leaders is to provide service to others. Spears (1995) joins Greenleaf when he asserts that the servant leader lays emphasis on service to others, a holistic approach work, a sense of community and shared decision making power. For servant leader, taking care of other people's needs takes highest priority. Greenleaf posed series of questions which would serve as litmus test to the servant leader perspective:

- Do those served grow as persons?
- Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servant?
- What is the effect on the least privileged of society; will they benefit or at least be further deprived?

Thus, servant leadership in essence is a philosophic approach to life and work. Put differently, Spears (1995:4) stated thus;

at its core, servant –leadership is a long-term transformational approach to life and, in essence, a way of being that has the potential to create punitive change throughout society

Servant- leadership is a long –term pursuit of the improvement of corporate cultures and is not consistent with short-term or short-run profit motives. To achieve this, Spears built on Greenleaf, original writing by identifying ten (10) characteristics of servant-leader:

1. **Listening:** The deep heartfelt commitment to listening intently to others.
2. **Empathy:** Recognition or recognizing and accepting people for their special talents, gifts and unique spirit.
3. **Healing:** People may have been broken spirit or a variety of emotional hurts, thus an essential gift of servant leader is not only to heal oneself, but also to assist in the healing of others.
4. **Awareness:** Refers primarily to self-awareness which aids and strengthens the servant leaders by providing an understanding of issues from a well developed sense of ethics and values.
5. **Persuasion:** Servant-leaders seek to convince rather than coerce and can be thought of as a gentle persuasion by challenging others to think of issues in different perspectives.
6. **Conceptualization:** The capacity to dream great dreams, the servant-leader is able to envision the future not only in the context of the individual, work group or organization, but also within the context of the social realm.
7. **Foresight:** The ability that enables servant-leader to glean lessons from the past, within the realities of the present and understand potential consequence of future decisions.
8. **Stewardship:** The perspective that corporate institutions play a significant and vital role in affecting the greater good of society.
9. **Commitment to Growth of People:** Every individual has an intrinsic worth beyond their contributions as workers. Worker-servant-leader seeks the holistic growth and development of others, and
10. **Building Community:** The servant-leader taken advantage of opportunities to create community in the context of the given work institution.

FROM GREAT MAN TO TRANSFORMATIONAL LEADERSHIP

Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentionally used since until the later part of the twentieth century, leadership was thought of as a concept which is primarily male, military and western. This led to the next school of trait theory.
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually the objectives in the dictionary which describes some positive or virtuous human attribute from ambition to zest for life.
Behaviourist Theories	These concentrates on what leaders actually do rather than on their qualities. Different patterns of behaviours are observed and categorized as styles of leadership. This area has probably attracted most attention from practicing managers.
Situational Theories	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization.
Contingency Theories	This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.
Transactional Theories	This approach emphasizes the importance of the relationship between leader and followers, focussing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.
Transformational Theories	The central concept here is change and the role of leadership in envisioning and implementing the transformation of the organizational performance.

Source: Bass and Avolio (1994)

DISCUSSION ON MAJOR LIMITATIONS OF SOME MOTIVATION AND LEADERSHIP THEORIES

The major preoccupation of motivation and leadership theories is to enhance organizational productivity. Every organization either private or public is made up of two major inseparable elements. They include the management and the personnel but personnel occupy paramount positions.

In view of the above, the major concern of scholars and researchers over the years is on how to evolve the best and accepted approaches concerning leadership of organization and motivation of personnels of the organization. It is believed that if the best approach to leadership is evolved, it will enhance organizational output. Likewise, if the way of treating personnels is evolved, it will amount to organizational efficiency and effectiveness as well.

Of course, this study has discussed several leadership and motivation theories, but amidst their contributions, scholars and managers have continued to identify major lapses and limitations of each of the theories. To this end, we shall be concerned here in discussing the major limitations of leadership and motivation theories as identified in this work.

LIMITATIONS OF MOTIVATION THEORIES

For *Maslow's Motivation Theory*, even though he postulated five basic needs of man which includes the physiological needs the safety needs, the social needs, the esteem needs and the self-actualization needs, but despite the tantalizing nature of these postulation Maslow's motivation theory has been subjected to the following criticism:

- (1) The needs which Maslow talks about are operationally measurable and provides for no time sales.
- (2) It is difficult to test or replicate and experiment this theory.
- (3) The test or experiment of the theory is culture bound.

For *Frederick Herzberg Motivation Hygiene Theory* which focuses on those issues that make staff feel exceptionally good or exceptionally bad at a given point in time. Scholars and managers have blamed that the theory is:

- (i) Method bound,
- (ii) Predictable because naturally human being praise themselves for good deeds and blame others for bad situations,
- (iii) No middle ground; either extreme happiness or extreme sadness, and
- (iv) Founded mainly on educated workers and neglected the lower level workers.

LIMITATIONS OF LEADERSHIP THEORIES

For *Trait or Classical Theory* which states that a good leader must possess such traits or outstanding qualities as intelligence, sizeable, good judgement, better initiative, honesty and open mindedness and that of his followers, etc, yet, the traits theory is bounded to the following limitations:

- (i) There exists no evidence that universal leadership traits exist,
- (ii) It is difficult to find consistent traits that can be associated with leaders, and
- (iii) Successful leaders that ever lived never possess all the qualities advocated by trait theorists, yet they made impact in global politics.

As for *Behavioural Theory* of leadership which is premised on the grounds that an effective leader can be assessed by his behavioural pattern rather than by individual or personal traits, but this theory is bound to the following limitations:

- (i) Human behaviour is dynamic and not susceptible to empirical investigation or its categorization in sciences,
- (ii) Because of the dynamic nature of human behaviour, it is difficult to pin point what is expected to be individual's behaviour at a given point in time,

Moreso, the *Situational Theory* of leadership which concentrates on the importance of situation in the study of leadership is bound to the following limitations:

- (i) There appear that there are people who possess the appropriate knowledge and skills to be most suitable leaders in a given situation but who do not emerge as leaders.
- (ii) It does not explain fully the process of interpersonal behaviour or the different styles of leadership and their effects on the people being lead.
- (iii) In the work environment, it is usually practicable to allow the situation continually to determine who should act as a leader.

CONCLUSION

The comparative analysis of different theories of leadership and motivation has helped us to understand the best approaches to the management of organization in both private and public sectors. It has also helped us to discover that there is no particular theory that is a panacea to leadership and staff motivation, rather, the leader should be abreast with different types of motivation and leadership theories in order to thrive and achieve organizational goals of excellence and productivity.

RECOMMENDATIONS

Stemming from the findings of this study, coupled with the quests to enhance the performance of public sector organizations, the following nuggets are suggested:

- Managers' knowledge of leadership and motivation theories equips them in decision making especially on how to function most effectively in public sectors.
- To ensure effectiveness in the management of public sectors, managers should have as many leadership and motivation theories as possible on the tips of their fingers in order to apply them at any given point in time; because lack of motivation and leadership theories is capable of making managers to lack the spunk to act in times of organizational needs.
- Motivation and leadership theories will help managers to have guideline for conducting policy analysis and push workers to high productivity.
- Also, the knowledge of leadership and motivation theories is imperative for managers to take an objective of the people in a given public sector and to correctly determine the structures of the organization, hence, it explains the methods to be adopted by managers to run the affairs of the organization.

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