

## **MOTIVATION: THE HEART OF LEADERSHIP**

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### **Abstract**

Leadership It is not about commanding or giving orders but inspiring and motivating teams toward the achievement of exceptional output. This will form that bond driving this success engine, whose potential is unimaginable. This paper will discuss the role of motivation in leadership and types of leadership motivation. The method used is qualitative literature study approach (library research). The result is that qualitative research is done with a research design whose findings are not obtained through statistical procedures or in the form of counts, but rather seek to reveal phenomena in a holistic- contextual manner by collecting data from natural settings and making use of researchers as key instruments. Data collection is carried out by finding sources and reconstructing from different sources such as books, journals, articles, and existing research. This qualitative research design can be adopted as a method in research because the design is described in an elucidative way that researchers and academics can easily understand.

*Keywords: Motivation in leadership, Role of motivation in leadership, leadership motivation types*

### **INTRODUCTION**

In a company or organization, definitely a leader is needed. Leadership is an important element, since without it, the group would not move. A leader must be motivated because the success of a leader is to move other people following him to achieve the goals of the company or organization. Motivation in leadership is

an intrinsic drive and passion to inspire, guide, and empower your team. Good motivation from the leader can help improve team efficiency, productivity, and employee performance. According to Saifullah (2020), Motivation is talking about how to direct the potential of subordinates, so they want to work more productively to realize the organizational vision and mission that has been planned. Another opinion, according to Stephen P. Robbins (2003) defines motivation as "the process responsible for the intensity, direction, and persistence of a person's effort to achieve a goal." From the above opinion, we can conclude that motivation has an influence on leadership.

#### \*The role of motivation in leadership

Motivation in leadership is placed at the center and it acts as a driving force for individuals and teams to achieve common goals. Here are some of the key roles of motivation in leadership:

#### \*Improving Productivity

Motivating members refers to the factors that encourage members to put their best effort into their work. Motivated people are diligent, creative, reliable and genuinely engaged in what they do. The concept of motivating leaders increasing team productivity is well-supported in organizational behavior literature. According to Robbins and Judge (2013), effective leadership involves setting clear goals and providing appropriate incentives, which can significantly enhance team members' motivation to work harder and more efficiently. This motivation not only drives individuals to meet their targets but also fosters a sense of individual responsibility towards achieving those goals.

#### \*Encourage Individual Development

Motivating leaders provide encouragement for the personal and professional development of team members. They provide training, mentoring, and constructive feedback to facilitate the growth of individual skills and competencies (Deci & Ryan, 2000). Intrinsic motivation facilitated by leaders is important in long-term development.

#### \*Creating a Positive Work Environment

Motivation contributes to the creation of a positive and supportive work culture. Leaders who provide rewards, recognition, and emotional support promote the well-being of team members, leading to increased employee loyalty and commitment (Bass, 1985).

#### \*Increase Loyalty and Commitment

Proper motivation from leaders can increase employee loyalty to the

organization. Leaders who pay attention to individual needs, aspirations and well-being create a stronger connection between employees and the company, increasing long-term commitment (Kouzes & Posner, 2007).

#### \*Types of leadership motivation

According to Kailash Ganesh (2024), Leadership motivation comes in various forms, and understanding these types can help leaders inspire and drive their teams effectively. Here are 13 key types of leadership motivation:

#### \*Intrinsic motivation

This type of motivation comes from within an individual. Leaders can tap into intrinsic motivation by helping employees find personal meaning and satisfaction in their work. For example, allowing employees to work on projects that align with their passions can boost intrinsic motivation.

#### \*Extrinsic motivation

Extrinsic motivation is external and often involves rewards or recognition. Leaders can use this by offering bonuses, promotions, or other incentives to inspire their teams. However, it's essential to balance extrinsic motivation with intrinsic factors for sustained performance.

#### \*Affiliative motivation

This approach emphasizes building positive relationships within the team. Leaders who use affiliative motivation focus on creating a harmonious work environment, fostering a sense of belonging and teamwork.

#### \*Transformational motivation

Transformational leaders inspire their teams by setting a compelling vision and fostering a sense of purpose. They encourage innovation, creativity, and personal growth, motivating employees to exceed expectations.

#### \*Transactional motivation

Transactional leaders use a system of rewards and punishments to motivate their teams. They establish clear expectations, provide feedback, and administer consequences based on performance.

#### \*Servant leadership

Servant leaders prioritize the needs of their team members above their own. They are motivated by a desire to support and serve their employees, creating a culture of trust and empowerment.

**\*Authentic leadership**

Authentic leaders motivate by being true to themselves and their values. They build trust through transparency, honesty, and consistent actions, inspiring their teams to do the same.

**\*Charismatic leadership**

Charismatic leaders motivate through their magnetic personalities and compelling visions. They can inspire deep loyalty and commitment among their followers.

**\*Goal-oriented leadership**

Goal-oriented leaders motivate by setting clear objectives and rallying their teams to achieve them. They break down larger goals into smaller, achievable milestones to maintain motivation.

**\*Feedback-driven leadership**

Leaders who prioritize continuous feedback motivate their teams by providing regular guidance for improvement. Constructive feedback can inspire employees to strive for excellence.

**\*Empowerment motivation**

Leaders who use empowerment motivation focus on giving their team members autonomy and responsibility. By trusting employees to make decisions and take ownership of their work, these leaders foster a sense of confidence and self-motivation, encouraging team members to excel in their roles and contribute meaningfully.

**\*Purpose-driven motivation**

Purpose-driven leaders inspire their teams by aligning individual roles with a larger mission or cause. These leaders help employees see the broader impact of their work, motivating them to go beyond basic responsibilities and contribute to a purpose that resonates on a deeper level.

**\*Relational motivation**

Leaders who use relational motivation build strong, personal connections with their teams. By understanding their employees' aspirations, strengths, and challenges, they create a supportive and collaborative environment. This personalized approach motivates employees to perform at their best and fosters loyalty within the team.

Generally, effective leaders use various types of motivation depending on the

needs of the time of their team and organizational context. Understandably, being aware of the motivational approach differences allows the leaders to adapt to whatever situation they face. Among many kinds of motivation used, some of them are intrinsic and extrinsic motivations. Intrinsic motivation focuses on personal satisfaction derived from the work itself, such as a sense of accomplishment or satisfying pleasure in doing a difficult task. On the other hand, extrinsic motivation tends to be driven by events outside the person through stimuli or rewards, such as bonuses, recognition, or promotion. A prudent leader will understand when to use which of the above techniques in maximizing team performance. For example, if the team is working on a difficult project, requiring long-term commitment, then the manager can create intrinsic motivation among the team members by sharing with them the significance and value of the project. Conversely, for tasks that are relatively easy or those for which results have to be delivered quickly, extrinsic methods of motivation may be more effective. Consequently, situational adaptation and motivational strategy changes will lead to increased team engagement and productivity, and better job satisfaction. A deep understanding of the different types of motivation allows leaders to create more harmony and sustainability for a long-term work environment.

#### RESEARCH METHODS

The method in this article uses a qualitative approach to literature study (library research). This is a method of collecting data by understanding and studying theories from various literatures related to the research. According to Sugiyono (2012, p. 9), "qualitative research methods are research methods based on the philosophy of postpositivism, used to research on natural object conditions (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization". Then Moleong (2007, p.6) stated that the purpose of carrying out research using qualitative research is as follows:

"Qualitative research is research that intends to understand the phenomenon of what is experienced by research subjects such as behavior, perceptions, motivations, actions, etc. holistically and by means of descriptions in the form of words and language, in a special natural context and by utilizing various methods. Holistically and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods". Based on the above opinion, it can be concluded that qualitative research is research conducted to find out and even understand events that occur both living and inanimate objects by describing in the form of words and language in a certain context. The data is collected by finding sources and constructing them from various sources, such as books, journals, articles, and

research that has already been done. In analyzing the data, the researcher will use content analysis techniques to identify key themes that emerge from the literature. Library materials obtained from various references are analyzed critically and must be in-depth in order to support propositions and ideas. This aims to find patterns, relationships, and contradictions in previous research, as well as to provide a comprehensive overview of the topic under study. The advantage of this method is its ability to access existing knowledge and integrate it into the current research context. As such, this research not only contributes to academic understanding, but can also provide practical recommendations for stakeholders. The qualitative approach method through literature study also has several advantages, including

**Cost-effective:** Literature studies tend to be cheaper compared to field research that requires costs for data collection.

**Time efficient:** Researchers can access a lot of information in a short period of time, without the need to conduct primary data collection.

**Flexibility:** Researchers can explore various sources, such as books, journals, articles and other documents, according to the needs of the research.

**Identify Trends and Issues:** Through literature analysis, researchers can identify current trends and important issues in a particular field.

**In-depth Analysis:** Qualitative approaches allow for in-depth analysis of data, helping researchers understand the context and meaning behind the information found.

**Finding Research Gaps:** Can help in identifying gaps in existing research and formulating relevant research questions. Through this qualitative approach, it is hoped that the research can provide in-depth and comprehensive insights, as well as highlight the social implications of existing findings in the literature.

## RESULT AND DISCUSSION

This research again underlines that motivation might be well regarded as the very significant entity in the realm of leadership, which bears great importance in view of its strong impact on team productivity, individual development, and workplace culture. A leader who can mobilize all forms of motivation is indeed capable of inspiring his or her subordinates to achieve high performance for better organizational outcomes, coupled with increased personal fulfillment and loyalty among team members. This paper examines the practical applicability of various leadership theories and approaches within organizational settings through an in-depth qualitative analysis of leadership motivation.

Motivation within a leadership context is what drives individuals and teams toward the realization of goals. Great leaders do not just set objectives and offer rewards, but they also understand what uniquely each of their team members needs and what exactly drives them. In return, this motivational leadership brings about productivity, creativity, and dependability since the individuals are motivated and interested in their work. This is supported by Robbins and Judge (2013) when they reiterate that motivated workers are more industrious and willing to go an extra mile to ensure general success within the organization. Motivating a worker involves more than giving a reward or setting a target. That means understanding intrinsic motivation-what comes from personal satisfaction-and extrinsic motivation-what comes from outside rewards. The leaders that can structure the tasks in line with the interests and strengths of the employees develop the right proportion of intrinsic motivation among workers, hence making working quite fulfilling and productive. This is especially important for jobs requiring creativity, problem-solving, and sustained effort. Whereas bonuses and promotions, for instance, are extrinsic motivators that provide short-term gains, a balance with intrinsic factors must be achieved to keep the individuals committed and satisfied over time.

Motivated leaders, according to this research study, improve the level of productivity within their teams. Setting clear expectations, providing necessary resources, and offering praise for accomplishments are strategies that enable leaders to establish an environment for team members to be responsible and committed. Teams of such leaders are most cohesive and perform well; they are more initiative-takers and perform beyond their basic duties. Similarly, the literature of organizational behavior shows that a motivated team is more innovative, adaptive, and viable to meet challenges. A motivational leader not only undertakes the task but generates a sense of responsibility and ownership at each individual in the team.

Another important effect of motivational leadership is its impact on the

development of the people themselves. The leader who motivates through personal and professional growth creates an organizational culture that supports continuous learning. Here, the leader can offer training opportunities and provide mentorship and feedback to achieve long-term satisfaction and career growth in employees. Deci and Ryan explain further that intrinsic motivation strongly acts upon personal growth, inasmuch as leaders who foster intrinsic motivation among their followers will help employees develop new skills and new roles, an approach that has a wider benefit than the individual in terms of strengthening the team's general capability and their ability to undertake more complex tasks.

Another key outcome of this research is the creation of a positive work environment. The motivational leader provides a work environment that is supportive, inclusive, and engaging. In other words, in this setting, the employees feel valued with recognition and rewards and emotional support coming from the leaders, which increases loyalty and commitment. Openly communicative work environments that are based on recognition of employee contributions result in greater job satisfaction and lower employee turnover. People working in such an environment would more likely stay with the organization, be proud of it, and have a sense of belonging.

The given research will also identify and analyze types of leadership motivation that leaders are able to use depending on the needs of their teams. Such balance should be found between intrinsic and extrinsic motivations by the leaders, as well as other motivational types like affiliative, transformational, and servant leadership, in order to engage the teams effectively. Intrinsic motivation, generated by feelings of personal satisfaction and accomplishment, can be sustainable over a longer period. The leaders who are able to facilitate employees in deriving personal meaning out of their work offer an environment in which the employees are intrinsically motivated to excel. An example could be allowing employees to engage in projects that align with their passions, which, in turn, increases both engagement and productivity.

Extrinsic motivation incorporates external rewards, including bonuses, promotions, and recognitions. It may create short-term performance, and therefore extrinsic rewards should be used judiciously. If leaders rely on using too many external rewards, there is a risk that employees will come to be motivated by the incentives rather than by any desire to help the organization be successful. Effective leaders balance intrinsic and extrinsic motivations to sustain commitment and engagement in teams.

The affiliative motivation suggests the desire to establish positive relations within the team. By creating a harmonious work environment, leaders make employees feel like a part of one team or family; they show their people a sense of belonging and team spirit. Leaders encourage collaboration, support is

guaranteed, high morale is observed in the team, and the overall atmosphere in the workplace is good. Transformational leaders are visionary, encouraging personal growth. This type of leadership indeed provokes innovation and creativity because employees are motivated to do much more than what is normally expected from them and contribute toward the bigger goals of the organization.

Transactional leadership, based on the system of rewards and punishments, also has its motivational role. The expectations are set by leaders very clearly using this approach, and feedback is given based upon their performance. While transactional leadership may be effective to attain short-term goals, it may fail to promote any long-term engagement or personal development. As opposed to this, servant leadership is all about the needs of the team members, whereby the leader considers the welfare of the employees first. The servant leaders, through creating a culture of trust and power, establish strong relationships with their teams, which results in a high level of loyalty and motivation.

Further, authentic leadership, which is transparent, honest, and reliable, can actually motivate the workforce. Authentic leaders motivate their people to be in tune with their values, thus building up trust and commitment in the team. The charismatic leader may inspire loyalty and commitment because of his appealing personality and vision. However, charismatic leadership has to be genuinely rooted in concern for the well-being of the team members lest things become superficial or manipulative.

Situational adaptation of motivational strategies is important in effective leadership. Leaders need to be aware that motivational approaches should fit the situation. For example, intrinsic motivation is more appropriate for longer-term projects that require sustained effort, whereas extrinsic motivation could be effective in shorter-term tasks under strong time pressure. This enables the leader to react to the specific demands and needs of the teams with a view to maintaining motivation over time.

This has significant consequences for effective leadership and organizational success. The leaders who are motivated enough to make motivation the core part of their leadership style have teams that are more productive, work-engaged, and loyal. Applying different types of motivation will help the leader in inspiring his or her team members towards achieving personal and organizational goals. Moreover, the ability to adjust motivational strategies in different situations makes teams motivated both in the short and long run.

## CONCLUSION

In conclusion, this research outlines the core of leadership in motivation: the leader who can motivate their team ensures not only a rise in general

productivity but personal and professional growth, loyalty, and a culture of positivity at work. Recognizing that there are several types of motivation- intrinsic, extrinsic, affiliative, transformational, and more- leaders can develop custom approaches that best fit the needs of their teams and organizations. By so doing, they will make sure of success, commitment, and a long-term, positive, productive, innovative work environment. Motivational leadership is not one-size-fits-all; it is a dynamic process that requires understanding the needs of individuals and the team as a whole and responding to them.

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