# Chapter 2

Motivation & Leadership in Sports

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Chapter 2

Motivation & Leadership in Sports

2.0 Introduction:

When one feels hungry, one wants to eat something. He wants to eat something because there is a force that compels him to eat. When one joins college, the reason may be to get the knowledge, to get a degree or to make a lot of friends. It means that behind every act there is a force that compels one to perform that act. There is a psychological process of ‘why of behavior’ behind every act. This psychological process is known as motivation. In fact, all human behaviors arise because of some internal or external factors that stimulate the action. The behaviors however are not random. They take place due to some goal or objective. In short, every behavior is the result of arousal of certain motive. These motives are technically called motivation.

Thus, the motivation is highly required to initiate some action. But in a team or group, every member is not self motivated. There should be a person who can motivate the members of the team or group. The person should be able to turn the motivations of the members into right direction. Such person in the team or group is called leader. In fact, leadership in a group or team is as useful as motivation, because it is the leader who can motivate the members of the team or group. Effective leadership is highly required for the success of the team. It makes the team successful. It enables the team to achieve the objectives. It makes the team able to fulfill the mission. It keeps the spirit of the members high. It creates the high level of confidence in the members. It keeps the team flowing into the right direction and shows the right direction when the team has lost the direction.

The absence of leadership is equally dramatic. Without leadership the team moves too slowly, becomes stagnant or lose its way. Without the leadership, there is no timely, complete and correct decision making. However, the decision by itself results in nothing. Its implementation is also required. Effective leadership is crucial in implementation of the decisions.

Hence, the success or failure of a team highly depends upon effective leadership and the motivation. This chapter focuses on both of these aspects required for a team.
2.1 Meaning of Motivation:

The people differ by the nature not only in their ability to do a work but also in their will to do a work. People with less ability but strong will can outsmart the people with high ability but low will. This will to do something is known as motivation. The force of motivation is dynamic force that keeps a person in motion.

The word motivation is derived from motive. Motive means an active form of desire, craving or needs which must be satisfied. All motives are directed towards achievement of goals or satisfying some needs.

2.2 Definition of Motivation:

It is very difficult to define the term Motivation exactly, because it has many meanings as per the perception of various people. Since, motivation is a qualitative approach; its definition varies from person to person. Yet, there must be some common understanding on the term. Here the researcher has presented various definitions to create common understanding.

According to Oxford Advanced Learner’s Dictionary…..

Motivate:-

1. To be the reason why somebody does something or behaves in a particular way:
   
   *He is motivated entirely by self interest.*

2. To make somebody want to do something, especially something that involves hard work and efforts:

   *She is very good at motivating her students. The plan is designed to motivate the employees to work more efficiently.*

3. To give reasons for something that you have stated:

   *Please motivate your answer to question 5.*

Motivated:-

- *a racially motivated attack*  - *a highly motivated student (= one who is very interested and works hard)*
Motivation:

- What is motivation behind this sudden change? – Most people said that pay was their main motivation for working. – He is intelligent enough but he lacks motivation. – All research proposals must be accompanied by a full motivation.

According to Wikipedia……..

Motivation is the activation or energization of goal-oriented behavior. Motivation may be intrinsic or extrinsic. According to various theories, motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal or it may be attributed to less apparent reasons such as altruism, morality, or avoiding morality.

According to Success Website¹……..

Motivation is the inner power or energy that pushes one toward performing a certain action. Motivation strengthens the ambition, increases initiatives and gives direction, courage, energy and persistence to follow one’s goals.

Motivation is usually strong when one has a vision, a clear mental image of certain situation or achievement, faith in one’s abilities and also a strong desire to materialize it. In this case, motivation pushes one forward toward taking action and making the vision a reality.

Thus, in broadest sense, motivation is the force that makes one go. It initiates the action. It forces somebody towards taking the action or making the decision. Motivation is the force that creates will in the person to do something, to achieve the objectives or to make the vision a reality. Motivation makes the dream come true. Motivation is the thing that keeps one going.

¹ http://www.successconsciousness.com/strengthen_motivation.html
2.3 Key Concepts of Motivation:

There are some concepts that are closely related with motivation. These concepts can be discussed as follows.

(1) Needs and Motives:

The first thing that creates motivation is need. Need is a condition of lack or deficit of something required by organism. In order to maintain balance the organism finds it necessary to satisfy the needs.

The needs can be broadly categorized into two i.e. physiological needs and social needs. The need of food and water is physiological need, which arises due to lack of food or water in organism. The need of excretion and urination are also physiological needs.

The need for contact with other person is a social person. The needs for prestige, status, affection, self-esteem, etc. are social needs.

In short, the needs for food, water, sex, sleep, rest, etc. are the physiological needs and needs for achievement, affiliation, power, and prestige, etc. are the social needs. All these needs create motivation for a person.

The term ‘Motive’ refers to goal directed behavior and energizing conditions within the organism that drive behavior. Motives direct a person’s behavior towards a goal.

(2) Goals:

Thinking about the goals motivates a person to organize his behavior. If thirst is a need, drinking water is a goal. Thus, goal is related to the state of need. However, some goals may be intrinsic. It means that the behavior is not always guided by the extrinsic goals. It may be satisfying and enjoyable in itself. Some people may like to sing, dance or to draw a picture just because they like to do it. There may not be any extrinsic goal. Thus, goal may be intrinsic or extrinsic.

(3) Incentives:

Incentives refer to the goal object which satisfies the needs. Incentives vary in terms of quality and quantity which make them less or more attractive and satisfying. For
example, additional commission to the salesman if he crosses the targeted sales, this proves to be an incentive for the salesman. One can put greater amount of efforts to attain more attractive incentive. Thus, incentives hold a considerable place in everyday work of the people.

(4) Instincts:

Instinct is defined as an innate biological force that prompts an organism to act in a certain way. Instinct is an old concept in the field of motivation. At one time, all behaviors were considered to be the result of instincts. The early psychologist found some instincts such as, fight, disgust; curiosity, acquisition etc. are termed as basic instincts.

Thus, above four concepts are closely related to the motivation. Because of these factors, it is believed that, motivation arises in a person.

2.4 Process of Motivation:

The process of motivation is very simple to understand. The diagram on the next page shows the process of motivation in simple terms.

The process of motivation starts from an unsatisfied need. When a person recognizes an unsatisfied need, the disequilibrium or tension arises. He feels dissatisfaction from his present status. For example, an employee has a need of high standard of living. He is not satisfied with his present living standard. The disequilibrium arises in his mind.

When such disequilibrium arises, the person starts searching the options to satisfy the disequilibrium or tension. In our example, for attaining high standard of living, the employee may require increment in the salary or promotion.

To set the equilibrium status or to come out of the tension, a person must start an effort. He must take some action to come to the equilibrium status. In our example, the employee must start efforts for getting increment in the salary or start searching a job with more salary or increase his efforts for getting promotion.
Now, increment in the salary or getting promotion becomes his goal. All his efforts are directed towards achievement of these goals. He will start performing better on the job, may work over time, may become more obedient, may start achieving the targets or anything that bring him closer to his goals.

Looking to his performance and dedication to the work, his bosses may decide to give him increment in the salary or to give him promotion. By getting any of these, his goal may be achieved. It means that he now comes in the state of equilibrium. He is out of the tension when his goal is achieved.
Now, when his goal of increment or promotion is achieved, his need of high standard of living is satisfied. When one need is satisfied, the other superior needs arise. Once again there is disequilibrium and the process of motivation starts again.

2.5 Types of Motivation:

The experts in the field of motivation are of the view that the motivation can be of different types. All the employees or the members of the team are not motivated by the same factors. There may be some internal factors that motivate one person and for the other person there may be some external factors. So, it can be concluded that all the people are not equally motivated with the same factors. Based on this fact, there can be following types of motivation.

(1) Positive Motivation:

Positive motivation involves the positive factors that motivate a person. Proper recognition of employee’s efforts, appreciation of employee’s efforts, appreciation of employee’s contribution to the organization’s development, etc. are considered as positive motivation. Such motivations improve the standard of performance, improve the work, create the team spirit, and generate the pride, create the sense of happiness, etc. Some examples of positive motivation are as follows:

- Sincere efforts towards the development of employees
- Delegation of authority to the subordinates
- Participation in the decision making
- Praise of work done by the workers
- Welfare activities for the workers, etc.

(2) Negative Motivation:

The motivation based on the use of fear, power, threat or force is called negative motivation. The fear of adverse consequences changes the behavior of a person. The fear of punishment may change the behavior of an individual but this is not a recommended type of motivation in the organizations. However, negative motivation is still widely used. When a child misbehaves, he is punished by his parents. When an employee continuously remains irregular, he is fired. When a person does not behave as per the rules of society, he is punished according to the law.
However, it is believed that nobody likes such negative motivation. Nobody likes to be criticized or being reprimanded. When a worker is punished for an occasional undesired behavior, it will have negative effect on his mind and it will make him bitter. Following are the examples of negative motivation:

- Criticism of the mistake done by the worker
- Fear of failing in the exam
- Fear of being fired
- Fear of demotion
- Reprimand to the worker by the boss on an occasional mistake

(3) **Extrinsic Motivation:**

The motivation provided by the factors that are external is called extrinsic motivation. Such kind of motivation is mainly financial in nature. This kind of motivation is based on the assumption that the behavior that is rewarded in positive manner tends to be repeated. To make this external motivation effective, it should be sufficiently powerful and durable so that it is able to generate the desired behavior. In most of the cases, such extrinsic motivation is money. The financial rewards prove to be the most effective source of extrinsic motivation. The financial rewards such as higher pay, retirement plans, stock option plans, profit sharing schemes, paid vacations, medical and health insurance, etc. are the extrinsic motivation.

(4) **Intrinsic Motivation:**

Intrinsic motivation comes out of the feelings of achievement and accomplishment of something. The feeling of self actualization creates an intrinsic motivation in a person. Such kind of motivation does not depend upon financial rewards. Praise, recognition, esteem, responsibility, power, status, decision making ability, challenges, etc. are the intrinsic motivations.

2.6 **Theories of Motivation:**

From the theoretical view point there are several theories propounded by the experts. These theories of motivation can be classified into broadly three categories viz., Content Theories of Motivation, Process Theories of Motivation and Contemporary Theories of Motivation. Following chart gives full idea about the major theories of motivation.
Figure No.: 2.2 A Figure Showing the List of Theories of Motivation

Need Based Theories of Motivation
- Maslow's Hierarchy of Need
- Alderfer's ERG Theory
- Herzberg's Two Factor Theory
- McClelland's Achievement Need Theory

Extrinsic Factor Theories of Motivation
- Reinforcement Theory

Intrinsic Factor Theories of Motivation
- Adam's Equity Theory
- Vroom's Expectancy Theory
- Locke's Goal Setting Theory

Management Theories of Motivation
- Scientific Management Theory
- McGregor's Theory X and Theory Y
- Ouchi's Theory Z
A brief review of all these theories of motivation is given in the following table.

**Table No.: 2.1 A Table Showing Brief Review of Motivational Theories**

<table>
<thead>
<tr>
<th>Need Based Theories of Motivation:</th>
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<tr>
<td><strong>Maslow’s Hierarchy of Needs:</strong></td>
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<td>Abraham Maslow propounded this theory which is based on the types of the need of the human being. The needs explained by Maslow ranges from subsistence level needs to highest level needs of self awareness needs and self-actualization needs. Once a level of need is satisfied, a person is motivated to satisfy another level needs. The five levels of needs explained by Maslow is presented in the following figure:</td>
</tr>
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</table>

- **Physiological Needs:** includes food, water, sex, sleep, rest and other subsistence level needs
- **Safety Needs:** includes shelter, safe environment, regular employment, healthy and safe work place, easy access to health care and money, etc.
- **Social Needs:** includes desire for social
contact, interaction with friends and relatives, affection, various support from the colleagues, etc.

- **Esteem Needs:** includes the needs of status, recognition, power and prestige, etc.
- **Self Actualization Needs:** includes the desire for personal growth, achievement, personal development, highest level command, etc.

The movement from one level to another level of is termed as satisfaction progression by Maslow. It is believed that each person continuously tries to move upward in this hierarchy. Most individuals are motivated to fulfill these needs.

**Alderfer’s ERG Theory:**

The motivational theory developed by Alderfer is based on the theory of Maslow. Alderfer has created three levels of needs in place of five levels developed by Maslow. Alderfer suggested that one is motivated to move forward or backward in this hierarchy of three levels.

- **Existence:** it is related with the first two levels of Maslow’s need hierarchy. It
includes the physiological needs and safety needs into this level.

- **Relatedness**: it includes the social needs as per Maslow’s hierarchy.
- **Growth**: it is related with the last two levels of Maslow’s need hierarchy. It means that the esteem needs and self actualization needs are combined in this need.

Alderfer believes that a person is motivated to fulfill the needs explained here.

**Herzberg’s Two Factor Theory:**

Maslow’s need hierarchy is further modified into two levels by Herzberg. He consolidated two areas of needs that can motivate the person.

- **Hegiennes**:
  - The company policy
  - Supervision
  - Salary
  - Interpersonal relations with superiors
  - Working conditions, etc.

- **Motivators**
  - Achievement
  - Recognition for achievement
  - The work itself
  - Responsibility
  - Growth opportunities, etc.
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Herzberg simply states that an individual has a desire beyond hygiene factors. A person is motivated to achieve the factors that are beyond the hygiene. These factors are known as motivators.

McClelland’s Achievement Need Theory:

According to McClelland, needs arise throughout the life. It means that needs are not internal but they are learned or developed through the experience in one’s life. According to McClelland, there can be three types of needs explained as follows.

- **Need for Achievement**
  - Desire for success
  - Mastering the task
  - Achieving the goals, etc.

- **Need for Affiliation**
  - Desire for relationship
  - Association with others
  - Support of others, etc.

- **Need for Power**
  - Desire for responsibility
  - Desire for control
  - Desire of authority, etc.

McClelland has developed this theory considering the difference between the individuals. According to him, different people can be motivated through different means, because all the people don’t have the same needs.
**Extrinsic Factor Theory of Motivation:**

### Reinforcement Theory of Motivation:

This theory was developed by B.F. Skinner. He said that individuals are motivated when their behavior is reinforced. This theory refers to four types of reinforcement as explained below.

- **Positive Reinforcement:** it is related to taking actions for the positive behavior of individual.
- **Negative Reinforcement:** it is related to avoidance of undesirable or negative behaviors. It is sometimes referred to as avoidance learning.
- **Punishment:** it includes all those actions created to reduce undesirable behaviors of an individual by creating fear of negative consequences.
- **Extinction:** it is related to removal of positive rewards on an undesirable behavior.

This theory is not much useful for higher level of cognition that occurs in an individual, because it does not take into account the abilities of individual and reason for motivation.

**Intrinsic Factor Theories of Motivation:**

### Adam’s Equity Theory:

This theory of motivation was developed by John Stacey Adams in 1963. This theory believes that if the individual believes that the rewards received are equitable in comparison with those received by the other in the same position within or outside the organization, then he is satisfied. Adams said that employees try to maintain equity between the inputs
that they bring to the job and the outcomes that they receive from it against the inputs and outputs of the others.

In short, this theory says that if people feel that they are not equally rewarded, they either reduce the quantity or quality of their work or they move out to other organization. If people feel that they are rewarded higher, they are motivated to work harder.

**Vroom’s Expectancy Theory:**

This theory was developed by Victor H. Vroom in 1964. It is widely known as expectancy theory. This theory is based on the assumption that motivation to behave in a particular way is determined by an individual’s expectation of outcome that can be achieved by that performance multiplied by the preference or valence that the person has for that outcome.

\[
\text{Expectancy} \times \text{Valence} = \text{Motivation}
\]
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- **Expectancy**: the belief of a person that his effort will result into achievement of the desired performance goals.
- **Valence**: the value of the reward according to the person i.e. whether the reward is attractive or not?

In short, this theory says that the person can be motivated when there is a belief that better performance will lead to the expected reward.

**Locke’s Goal Setting Theory**

This theory was propounded by Edwin Locke in 1968. This theory is based on the belief that motivation will be high if the performance of an individual is directly connected with the specific goal. If the goals are challenging, the motivation will be higher.

This theory is based on two things:
- Setting specific goals leads to higher level of performance than setting general goals.
- The goals that are hard to achieve are positively related to the performance and motivation.

**Management Theories of Motivation:**

**Scientific Management Theory:**

This theory was developed by Frederick Taylor. This theory is focused on studying the job process, determining the efficient means of doing a job, and rewarding the employees for their efforts. This theory assumes that the workers are motivated to work hard if there are proper means of performing the job and good reward attached with the job.

**McGregor’s Theory X**

This theory of motivation was developed by Douglas McGregor in his book “The Human Side of Enterprise”. After reviewing the behavior of the managers in the organization, McGregor grouped their behaviors into two groups of assumptions. This
theory states that the people inside the organization can be managed in two ways. The first is basically negative that fall under category X and the others basically positive that fall under the category Y.

Assumptions of Theory X:
- Employees inherently do not like work and try to avoid it whenever possible
- Because people don’t like work, they have to be forced, threatened or coerced to achieve the goals.
- Employees avoid responsibilities.
- Most workers place a greater importance to security than other factors and have little ambition.

Assumption of Theory Y:
- Physical and mental efforts at work are as natural as rest and play.
- People implement self control and self direction if they are committed to those goals.
- Average human beings are willing to take responsibility.
- Average human being’s brain power is only partly used.

Thus, on the basis of the analysis of both these assumptions, it is concluded that the theory X assumes that lower level needs motivate the people and theory Y assumes that higher level needs motivate the people.

This theory of motivation is based on Japanese approach of management. This theory believes that the employees are motivated if they are involved in and committed to the organization. This theory
believes that the factors like long term employment, scope of promotion within organization, participative management, job security, healthy work environment, etc. prove to be the motivators to the employees.

As given above, the field of motivation is very wide and various experts of the field have explained their view on motivation. The experts may vary in their opinion about what can motivate a person and what cannot, but the ultimate purpose of all the experts and the theories developed by them is only to find out the factors that can prove to be the greatest motivator to the person.

In the sports also, there are several theories that can be used to motivate the players.

2.7 Achievement Motivation in Sports:

As of now, it is quite clear that motivation is the result of several factors that may be intrinsic or extrinsic. Intrinsic factors are the internal factors where as extrinsic factors are the external factors. As in the case of normal person, the sportsmen are also motivated by both of these factors.

Initially, most people are motivated through intrinsic factors such as fun and enjoyment. Initially, any person starts playing any game just for fun, entertainment and enjoyment. The intrinsic factors such as fun, pleasure, enjoyment, feelings of self-worth, excitement, self-mastery, etc. are the motivators for a person who starts playing a game. But when the person becomes master of that game, he needs some extrinsic factors to motivate him.

Extrinsic factors come from outside. These factors include recognition, praise from other people, a supportive crowd, trophies, medals, prizes, records, money, etc. These factors provide great motivation to the sportsmen.
But besides these intrinsic and extrinsic factors, John Atkinson has developed a theory of motivation which is known as Achievement Motivation Theory.²

Achievement refers to a measure of ability that reflects progress or an accomplishment of goal. Motivation refers to the impulse or desire to behave in a certain way.

Hence, Achievement Motivation is the desire to perform the best, achieve the highest standard, and willingness to persist in behavior that enables higher standards to be reached despite the possibility of failure.³

The researchers such as McClelland and Atkinson have made an extensive study of the achievement motivation. According to them, the achievement motivation can be precisely defined as measuring the desire to succeed of a person minus fear of failure of that person. It can be presented as follows.

<table>
<thead>
<tr>
<th>Desire to Succeed</th>
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<th>Fear of Failure</th>
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<td>=</td>
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<tr>
<td></td>
<td></td>
<td>Achievement Motivation</td>
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</table>

The theory of achievement motivation is closely associated with sports. The sportsmen are having the characteristics similar to the achievement motivation. Following are the characteristics of achievement motivation in sports:

• **Desire for Challenge:**

The sportsmen are always seeking challenges. They like to compete with the opponents that have abilities equal to or slightly higher than them. They like to perform the tasks that are demanding and challenging. They set the goals that are not easily achievable. The players that have low achievement motivation will either seek no sporting challenge or will choose either very easy or very strong opponents, so success is guaranteed or failure is justifiable.

• **Concern for Excellent Standards and Value of Feedback:**

The sportsmen have concern for excellent standards. They always try to set the benchmarks that are not easily achievable. They value the feedback given by the coach or trainers. They try to improve their skills according to the feedback given by coaches or trainers. They constantly work for improvement and refinement of their skills.

• **Lower Fear of Failure:**

The sportsmen don’t have fear of failure. They try to learn from their mistakes and collect experience from their mistakes. Such experience leads them to success.

• **Positive Attitude Towards Evaluation:**

The sportsmen have positive attitude towards the evaluation. They take the evaluation in positive way. They like to know about their weaknesses and deficiencies and make persistent efforts for improving it.

Thus, because of the above given characteristics of a sportsman make him successful. These characteristics create achievement motivation in the sportsman.

**2.8 Meaning of Leader:**

Now, we have completed one part of this chapter i.e. motivation and its theories. Second part of this chapter is related to leadership and its theories. Before we understand the meaning of leadership, it is required for us that we first understand the meaning of the term ‘leader’.
According to the Free Dictionary…

**Leader means**

(1) One that leads or guides

(2) One who is in charge or in command of others

(3) (a) One who heads a political party or organization

(b) One who has influence or power, especially of a political nature

According to the Oxford Dictionary………

The person who leads or commands a group, organization or a country:

The leader of a protest group; a natural leader

2.9 Meaning of Leadership:

According to Oxford Dictionary………

The action of leading a group of people or an organization, or ability to do this: *different styles of leadership*

The state or position of being a leader: the party proposed under his leadership

According to Business Dictionary………

1. The individuals who are the leaders in an organization, regarded collectively

2. The activity of leading a group of people or an organization or the ability to do this.

3. The act of inspiring subordinates to perform and engage in achieving a goal.

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7. [http://www.businessdictionary.com/definition/leadership.html](http://www.businessdictionary.com/definition/leadership.html)
2.10 Definitions of Leadership:

After seeing the dictionary meaning of the term ‘Leadership’, it is now necessary to take some definitions of leadership, so that the meaning of leadership is quite clear.

According to Burns....

“Leadership is exercised when persons mobilize institutional, political, psychological, and other resources so as to arouse, engage and satisfy the motives of the followers.”

According to Katz & Kahn......

“Leadership is the increment over and above mechanical compliance with the routine directives of the organization.”

According to Jacobs & Jaques......

“Leadership is a process of giving purpose (Meaningful direction) to collective effort, and causing willing efforts to be expended to achieve purpose.”

According to Rauch & Behling......

“Leadership is the process of influencing the activities of an organized group toward goal achievement.”

According to Schein......

“Leadership is the ability to step outside the culture to start evolutionary change processes that are more adaptive.”

According to House……..

“Leadership is the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization.”

Thus, all of the above given definitions of the term ‘Leadership’ make it clear that leadership is the special ability of a person to influence, motivate, direct, and create willingness in the others so that the organization team or group achieve the desired goals.

2.11 Styles of Leadership:

Leadership style means the way in which a leader tries to influence his followers in order to get work done from them. It depends upon the role that a leader plays to influence his followers. Broadly, there can be three types of leadership styles i.e. Autocratic Leadership, Democratic Leadership and Laissez-fair Leadership.

(1) Autocratic Leadership:

In this style of leadership, the leader assumes full responsibility of all actions taken by him. In this style, the leader assumes highest authority. The leader relies on the complete obedience of the members of the group. He decides all the plans and policies for the actions to be taken. He makes decisions on his own. He holds very critical and negative relationship with the subordinates. He uses threats and punishments for controlling the subordinates. This kind of leadership has very short life.

(2) Democratic Leadership:

In this kind of leadership, the leader shares ideas and views with the subordinates. The leader holds discussion with the subordinates to know their ideas. All the members of the group are free to participate in the decision making process. The leader tries to achieve consensus in decision making. The leader encourages the subordinates to give their views in the decision making. This enhances the skills of subordinates. This type of leadership style is most liked in the civilized organizations.

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(3) Laissez Fair Leadership:

This kind of leadership style is totally opposite to the autocratic leadership. This style of leadership gives complete freedom to the subordinates. He lets them plan, decide and proceed. The leader makes minimum interference in the activities of the subordinates. He just gives guidance to the subordinates if there is any problem. This type of leadership can be possible only in the organizations where employees are skillful and self motivated.

Thus, based upon the requirements, the leader can adopt any style for managing the group.

2.12 Summary of Theories of Leadership:

As we discussed above the various styles of leadership, they are based on certain theory of leadership. The theories of leadership are developed by various experts of leadership. Following table gives brief idea about various theories of leadership.

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<td>(5) Situational Leadership</td>
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<td>- Hersey and Blanchard’s Situational Leadership</td>
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<tr>
<td>- House’s Path-Goal Theory of Leadership</td>
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</tbody>
</table>
(1) Great Man Theory:
This theory was originally developed by Thomas Carlyle. This theory believes that Leaders are born and not made. Great leaders emerge when there is a great need. This theory did not consider gender issues. In fact, most leaders studied under this theory were males and the idea of great woman was another subject matter.
This theory studied the great leaders like Churchill, Jesus, Mohammed, Buddha, etc. This theory says that history is full of great leaders. The theory studied those men who were already great man and did not study how great man can be made.

(2) Trait Theory:
The theory was developed by Stogdill. This theory believes that people are born with inherited traits. Out of the inherited traits, some traits suits to leadership. Those people who have such leadership traits can become leaders. The theory studied the people who were already leaders, and found out what kinds of traits are required to become a leader. Also it was found that the people who have such similar qualities can become leaders. Stogdill has prepared a list of such traits and skills required to become a leader.
The theory says that the traits such as adaptable to the situations, Assertive, Cooperative, Decisive, etc. and the skills such as clever, creative, diplomatic and tactful, fluent speaking, etc. are required to become a leader.

(3) Behavioral Theory:
This theory of leadership is totally different from the previous theories. The theory assumes that leaders can be made rather than are born. Behavioral theories do not seek inherent traits and capabilities. This theory looks at what the leaders actually do. Behavioral theory is a big leap from the trait theory, because this theory assumes that the leadership can be learned and it is not inherent. Role Theory and the Managerial Grid are the types of Behavioral theory.
(a) The Role Theory:
The role theory assumes that we all have internal expectations about the leaders based on what we listen or read about the leaders. We subtly send these expectations to the leader. We act as a role sender. The leader is influenced by these signals and will generally conform to these expectations.

Within organizations, there is much formal and informal information about what the leader’s role should be, including leadership values, culture, training session, modeling by senior managers, and so on. Role expectations of a leader can vary from very specific to a broad idea within which the leader can define their own style. When role expectations are mixed, then this may lead to role conflict.

(b) The Managerial Grid:
The model of managerial grid was developed by Blake and Mouton in the early 1960s. This model assumes that the leader have concern for the people as well as for the task to be done. The question is how much attention to be given to the task and how much to the people. Based on this the following model is developed.

<table>
<thead>
<tr>
<th>Concern for People</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
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<tbody>
<tr>
<td>Country Club</td>
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<tr>
<td>management</td>
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(Source: [http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm](http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm))
Motivation & Leadership in Sports

- **Impoverished Management:**
  These leaders have low concern for the people and low concern for the task. This is a very lazy approach of leadership.

- **Authority-Compliance:**
  This leadership style has low concern for the people but high focus on the task. The leaders are focused on the efficiency and elimination of people wherever possible.

- **Country-Club Management:**
  The leaders have great concern for the people. They create good and comfortable environment for the people. But they have low focus on the task which creates questions of quality.

- **Middle of the Road Management:**
  These leaders have weak balance of focus on both people and work. The leaders of this category may be doing enough to get things done, but not pushing the boundaries of what may be possible.

- **Team Management:**
  These leaders have high focus on people and high focus on the task. They create a good balance between people and task.

(4) **Participative Theories:**
The participative leadership seeks to involve the members in the decision making process rather than taking autocratic decisions. The leader delegates the authority to the team members. This theory believes that involvement in decision making improves the understanding of the people about the issues concerned with the task. The people are more concerned with the task when they have been involved in the decision making. When several people come together, the quality of decision making improves.

This approach is also known as consultation, empowerment, joint decision making, democratic decision making, Management-By-Objectives (MBO), and power sharing.

(a) **Lewin’s Leadership Style:**
Kurt Lewin and his colleagues did leadership experiments in 1939 and developed three leadership styles. These styles are Autocratic, Democratic and Laissez-Fair leadership styles.
This experiment of Lewin revealed that the most effective style is democratic leadership. Autocratic style led to revolution whereas the laissez-fair style does not encourage the people to work sincerely.

(b) Likert’s Leadership Style:
This theory was developed in 1960s. The theory was developed by Rensis Likert. He identified four styles of leadership on the basis of decision making and the degree to which the people are involved in decision making.
Likert’s leadership styles include Exploitive Authoritative, Benevolent Authoritative, Consultative and Participative.
All these theories are Top-Down in nature.

(5) Situational Leadership:
This theory assumes that the best action of the leader depends on a range of situational factors. When there is requirement of taking decision, the leader does not depend upon any single style, but he takes decision according to the situation. The factors that affect the situational decision include leader-follower relationship, motivation, the perception of the followers and the perception of leader himself.
The situational leadership includes Hersey and Blanchard Situational Leadership, Vroom and Yetton’s Normative Model and House’s Path-Goal Theory.

(a) Hersey and Blanchard Situational Leadership:
Hersey and Blanchard’s situational leadership was developed this theory in 1999. There are four leadership styles (S1 to S4) that match the development levels (D1 to D4) of the followers. The four styles of the leadership are based on how much focus should be given to the task in question and the relationship between leader and follower.
The above diagram shows the amount of followers’ readiness and amount of leader’s support and supervision required. If the amount of followers’ readiness is high, the leader’s support required is low and vice versa.

Based on the followers’ readiness, the four styles of leadership can be diagrammed as follow:

(b) Vroom and Yetton’s Normative Model:

Vroom and Yetton developed this model in 1973. The theory noted how situational factors cause almost unpredictable leader behavior. The ‘normative’ aspect of this theory is that it was defined more by rational logic than by long observation. This theory assumes that decision acceptance increases the commitment and effectiveness of action. The theory also assumes that participation in decision making increases the acceptance of the decision.

Vroom and Yetton defined five different decision procedures. Two are autocratic (A1 and A2), two are consultative (C1 and C2) and one is Group based (G2).

A1: Leader takes known information and then decides alone.

A2: Leader gets information from followers, and then decides alone.

C1: Leader shares problem with followers individually, listens to ideas and then decides alone.
C2: Leader shares problems with followers as a group, listens to ideas and then decides alone.

G2: Leader shares problems with followers as a group and then seeks and accepts consensus agreement.

(c) House’s Path-Goal Theory:
House and Mitchell developed the Path-Goal theory in 1974. The Path-Goal Theory was developed to describe that leader encourage and support the followers in achieving the goals that are decided by making clear and easy path for achieving that goal. This approach assumes that there is one path to achieve a goal which the leader can see and the followers cannot. It means that the leader is a visionary person and the followers are the dependent. The theory also assumes that the followers are rational. Based on these assumptions, four leadership styles are developed under this approach. These leadership styles are Supportive Leadership, Directive Leadership, Participative Leadership and Achievement-oriented Leadership.

(6) Contingency Theory:
Contingency theory assumes that the leader’s ability to lead is contingent upon various situational factors, including leader’s preferred style, the capabilities and behaviors of followers and situational factors. Contingency theories are the part of situational theories and they also assume that there is no one best way of leading and the leadership style that is effective in one situation may not be effective in others. It may also mean that the leaders who are effective in place may not be effective in other place. The contingent theories include Fiedler’s Least Preferred Co-worker Theory (LPC), Cognitive Resource Theory, and Strategic Contingency Theory.

(a) Fiedler’s Least Preferred Co-worker Theory:
Fiedler identified the a Least Preferred Co-Worker scoring for leaders by asking them first to think of a person with which they worked that they would like least to work with again, and then to score the person on a range of scales between positive factors (friendly, helpful, cheerful, etc.) and negative factors (unfriendly, unhelpful, gloomy, etc.). A high LPC leader generally scores the other person as positive and a low LPC leader scores them as negative.

High LPC leaders tend to have close and positive relationships and act in a supportive way, even prioritizing the relationship before the task. Low LPC leaders
put the task first and will turn to relationships only when they are satisfied with how the work is going.

(b) Cognitive Resource Theory:
This theory of leadership believes that intelligence and experience and other cognitive resources are the factors that decide the success or failure of leadership. Cognitive capabilities are significant for the success of a leader but they only are not sufficient.

Cognitive theory arose out of the dissatisfaction with the Trait Theory. Fiedler also linked CRT with LPC theory. A particularly significant aspect of CRT is the principle that intelligence is the main factor in low-stress situations, whilst experience counts for more during high-stress moments.

(7) Transactional Leadership:
Transactional leadership assumes that people are motivated by reward and punishment. The transactional leader works through creating clear structures whereby it is clear what is required of their subordinates and the rewards that they get for following the orders. The leaders may not mention the punishment always but they are well understood in the formal system of discipline.

Transactional leadership is based on contingency, whereby the reward or punishment is contingent upon performance.

When the Transactional Leader allocates work to a subordinate, they are considered to be fully responsible for it, whether or not they have the resources or capability to carry it out. When things go wrong, then the subordinate is considered to be personally at fault, and is punished for their failure (just as they are rewarded for succeeding).

(a) Leader-Member Exchange Theory:
Unlike the other leadership theories, this leadership theory does not assume that managers treat all workers the same. This theory assumes that leaders do differentiate among the members. The in-group and out-group disparities are not random.

Leaders select certain followers to be “in-group” based on competence and compatibility or similarities to the leader. The in-group subordinates will have higher performance ratings, less turnover and greater job satisfaction.
Transformational Leadership:
The transformational leadership assumes that people will follow the person who inspires them. A person who has vision and passion can achieve the great things. The theory assumes that the great things can be achieved by injecting enthusiasm and energy.

Transformational Leaders are often charismatic, but are not as narcissistic as pure Charismatic Leaders, who succeed through a belief in themselves rather than a belief in others.

Transformational Leaders also tend to see the big picture, but not the details, where the devil often lurks. If they do not have people to take care of this level of information, then they are usually doomed to fail.

Finally, Transformational Leaders, by definition, seek to transform. When the organization does not need transforming and people are happy as they are, then such a leader will be frustrated. Like wartime leaders, however, given the right situation they come into their own and can be personally responsible for saving entire companies. Transformational leadership includes Bass’ Transformational Leadership, Burns’ Transformational Leadership,

(a) Bass Transformational Leadership:
Bass defined the transformational leadership in terms of how the leaders affect the followers, who are intended to trust, admire and respect the transformational leader.
This theory assumes that the awareness of the importance of task motivates the people. A focus on the team or organization produces better work. According to this theory, Charisma is necessary but not sufficient. Besides the charisma, the leader needs to create strong emotions and to cause identification of the followers with the leaders.

(b) Burns Transformational Leadership:
Burns defined transformational leadership as a process where leaders and followers engage in a mutual process of raising one another to higher levels of morality and motivation. Transformational leaders raise the bar by appealing the higher ideals and values of followers. In order to do so, the leaders use the charismatic leadership to attract people to the values and to the leaders. Burns view that transformational leadership is more powerful than transactional leadership.

Thus, from the above given summary of the leadership theories says that the experts have made an in depth analysis of the leadership styles and on the basis of that these theories are developed. A captain of the cricket team may adopt any of the above given styles.

2.13 Leadership in Cricket:

“A captain must make every decision before he knows what its effect will be, and he must carry the full responsibility, not whether his decision will be right or wrong, but whether it brings success.” ¹⁴

- Don Bradman

“The captain has to pull together ten different individuals with contrasting personalities and personality traits and get them all going in the same direction by treating them equally but differently.” ¹⁵

- Steve Waugh

The above mentioned quotations of the great cricketers reflect the qualities needed in the leader. The statements also reveal how the leader of the cricket team takes the decision and acts in the team in a cohesive manner.

To become a successful cricket team, the team needs an effective leader. Depending upon the levels, this leader could be the coaches, captains, vice-captains or informal leaders.

The captain plays an important leadership role in the team in the process of selection, decision of playing order, determining the strategy of the game and other decisions required to be taken on the field and off the field. In order to play an important role in the team the captain needs to be an effective leader first. He needs to be able to manage the members of all different characters in the team.

In the cricket, the leader or the captain needs to play several important roles. Some of them are discussed here, that make the leader effective.16

(1) **Develop Interpersonal Skills:**
To be a successful captain, one must develop a very good interpersonal skill. Interacting with the team members is of crucial importance for the captain. The verbal and non-verbal communication creates strong understanding between the captain and the team members.

(2) **Building a Cohesive Team:**
To make the team successful, the team must be cohesive. All the members of the team must stand together to fight against any opponent. The leader is responsible to create such cohesiveness in the team.

(3) **Listen Well:**
The success of any interpersonal relation depends upon listening. Listening is crucial to the relationship and relationships are crucial for a team to be successful. Listening makes the leader to learn about the team members, which is very important.

(4) Making Strong Decisions and Assuming Accountability for the Decisions:
The leader of the team needs to make tough decisions in the time of crisis or emergency. The leader needs to prepare the plans for the team to get the victory. He needs to stick to that plan and to assume the accountability of the success or failure of that plan.

(5) Active Problem Solving:
The captain needs to adopt pragmatic approach for solving the problems affecting the team members. Dealing with the issues as and when they arise reduces the stress in the long term.

(6) Creates Standard for Performance:
Effective goal setting and quantifying successful performance is also important. Developing minimum standard of performance is a key to improve the performance of the team members.

(7) Recognize and Reward:
For making the success a habit of the team members, the contribution of each member should be recognized and rewarded. The praise and reward motivates the members to perform better and consistently.

(8) Convey Enthusiasm:
The key role of the captain is to create enthusiasm and inspiration in the team members. The captain needs to adopt positive outlook with the team members. The captain himself needs to be self motivated and having positive attitude.

(9) Teaching Relevant Skill:
Often, the captain should also play the role of coach also. He needs to teach the relevant skills to the team members whenever needed. Sharing the knowledge empowers the team.

The above mentioned are the roles to be played by the captain of a cricket team as a leader. If the captain plays these roles properly, he will become an effective leader. Thus, leadership in cricket is very important to make the team persistently successful.