

Directing التوجيه

- Leadership is the activity of influencing people to strive willingly for group objectives.
- A supervisor is the leader of a group which has a set target to be achieved in a given time.

SUPERVISION AND LEADERSHIP

الإشراف والقيادة

The essence of supervision and leadership are discussed below:

SUPERVISION

الأشراف

Supervision can broadly be classified as:

- (1) Close supervision
- (2) General supervision

1- Close Supervision

١ - الإشراف القريب

- Close supervision reduces the worker's effectiveness and might lack in morale.

2- General Supervision

٢ - الإشراف العام

- General supervision gives the employees a chance to develop their talents; they learn to make decisions.

LEADERSHIP

القيادة

- Leadership is interpersonal influence exercised in order to guide people toward goal achievement.
- Leaders derive their authority from the group rather than imposing it upon them.
- **Authority** is the right or privilege of directing or requesting workers to do or to refrain from doing something.
- **Power** is the ability to achieve the expected outcomes that emerge from supervisory directives.

LEADERSHIP TRAITS**صفات القيادة**

1. Self confident.
2. Leadership responsibility.
3. Identify with the goals and values of the groups.
4. Warm, sensitive, and intelligent.

LEADERSHIP STYLES**أساليب القيادة**

- *Style* reflects the leader's desire to be efficient, not the need to be autocratic.
- **Leaders are not born but developed. Autocratic, participative.**

1- Autocratic Leded**١ - قيادي مستبد**

- These leaders give orders for everything and provide no freedom of work for subordinates.
- Their instructions are straightforward.
- This one-way, But it lead to misunderstanding and *subsequent* errors and poor decisions.

2- Participative Leaders**٢ - القادة الاشتراكيون (المتعاونون)**

- These leaders invite participation from subordinates to exercise their responsibility and freedom.
- Participative leaders expect constant feedback, But it consumes time.

3- Free-reign Leaders**٣ - القادة الأحرار**

- They are non-directional.
- They give the group complete freedom to decide goals and guidelines to achieve it.
- This offers the greatest use of time and resources.

NEED THEORIES

نظريات الحاجة

- Need theories focus on the importance of analyzing and understanding the psychological factors with individuals that cause them to behave in certain ways.

MASLOW'S NEED HIERARCHY

سلم الحاجة لماسلو

- Maslow recognized five basic human needs "hierarchy"

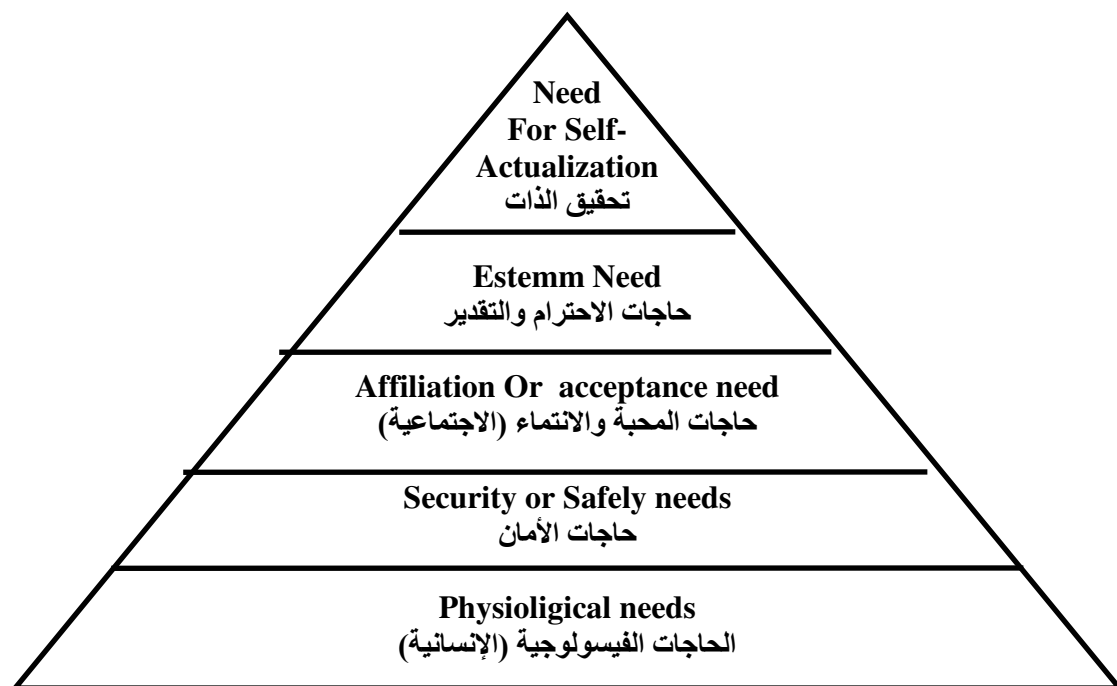


FIGURE 5.1 Maslow's Need Hierarchy Model
سلم الحاجات لماسلو

Level 1:

- The first level of **physiological needs** includes food, air, water, sleep, shelter, sex, and any other necessities to sustain and preserve life.

Level 2:

- The safety needs **consists of the need for clothing**, shelter, and an environment with a predictable pattern such as job security, pension, and insurance.

Level 3:

- **Love or social needs** include the need to be liked by others, to be a wanted member, and to belong to a group other than just a family.

Level 4:

- Esteem needs include the need for **self-respect**, sense of achievement, and recognition from others.
- Satisfaction of the self-esteem need leads to feelings of self-confidence, worth, strength, capability, adequacy, and being useful and necessary.

Level 5:

- **Self-actualization** is the concept of fulfilling one's potential.
- **People are motivated to fulfill these needs only when the level before is satisfied completely.**

HERZBERG'S MOTIVATION — HYGIENE THEORY

هرزبيرج - نظرية التحفيز والعوامل الصحية (لوقائية)

- categorize various needs of individuals into two groups.
1. Hygiene factors or "dissatisfiers"
 2. Motivation factors or "satisfiers".

1- Hygiene Factors

العوامل الصحية (الوقائية)

- The hygiene factors are dissatisfies because if all of them are adequately met with in a we situation, people will not be dissatisfied.
- Their adequacy, hence, does not really motivate people. However, if any of the hygiene factors is not attended to properly in job dissatisfaction can occur.
- For example, lower pay, bad supervision, or a hazardous or uncomfortable workplace can create substantial dissatisfaction among employees.

2- Motivating Factors

عوامل التحفيز

- These factors are aspects of the task or work itself.
- They include challenge, chance for personal growth and performance feedback. In other words, as viewed by the employee, a job with these characteristics means it bears the motivational factors.
- These factors contribute heavily to the satisfaction of the employee and have a positive effect on his or her performance.

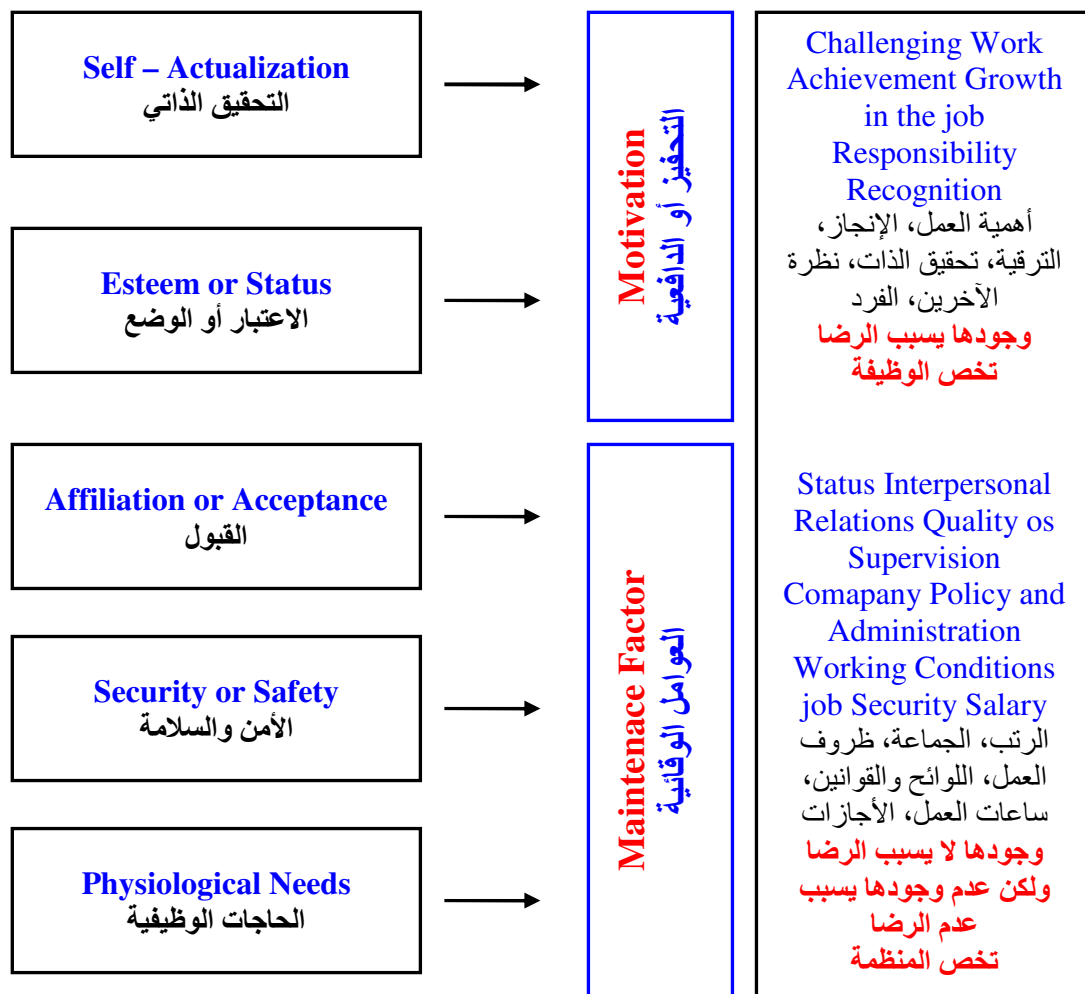


FIGURE 5.2 Herzberg's Modeling
نظرية العاملين (هرزبرج)

MCCLELLANDS'S THREE NEEDS MODEL

نموذج ماكيلاند للاحتياجات الثلاث

- The model is concerned with three motives, the need for achievement, the need for power, and the need for affiliation.

VROOM'S VALENCE-EXPECTANCY THEORY

نظريات التوقع لفروم

- A person's motivation towards an action at any time would be determined by his perception that a certain type of action would lead to a specific outcome.
- **Motivation = Valence ' Expectancy ' Instrumentality.**