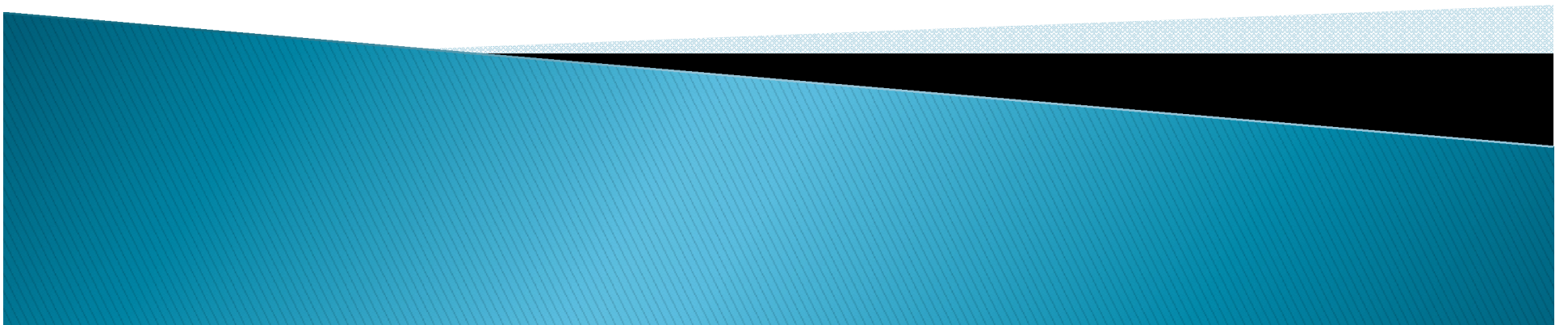


# Motivation



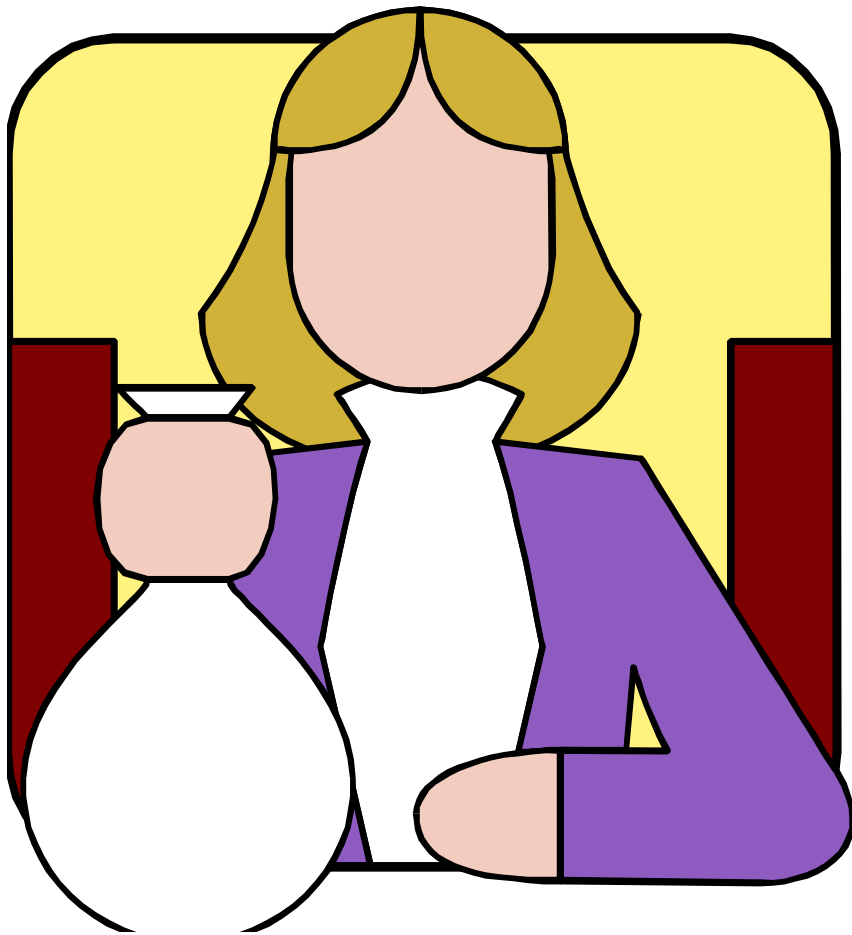
***What motivates  
your employees?***



***Shouldn't you  
find out before  
they run away?***



# Why is Motivation Important?



- ▶ Under optimal conditions, effort can often be increased and sustained
- ▶ Delegation without constant supervision is always necessary
- ▶ Employees can become self-motivated
- ▶ Motivated employees can provide competitive advantage by offering suggestions & working to satisfy customers

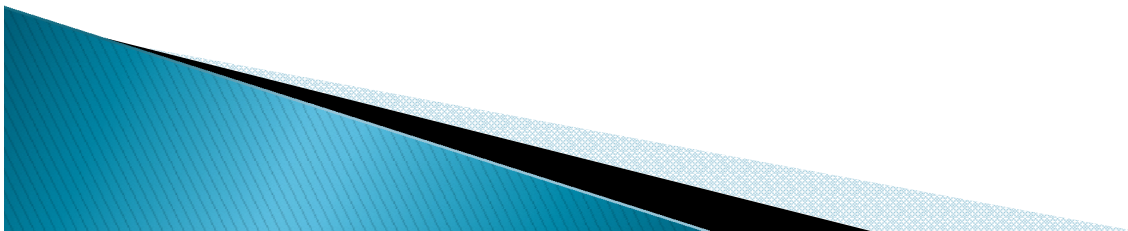
# Bottom Line

**Motivation is accomplishing things through the efforts of others. If you cannot do this, you will fail as a manager.**



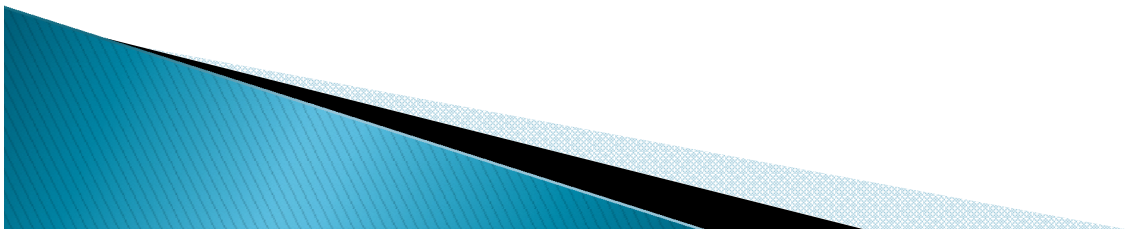
# Motivation– Meaning

- ▶ The concept motivation is derived from the Latin word "movere" which means to move (Huber, 2006, p. 481).
- ▶ The word motivation gets its origin from the root word "motive" meaning the reason we do what we do (McLean, 2006 ).



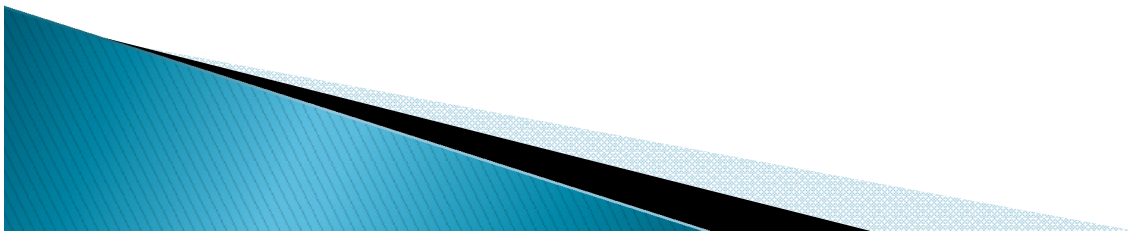
# Motivation

- ▶ Motivation is an action word that influences every aspect of our daily lives. Whether in athletics, academics, business, industry, entertainment or any other endeavour, motivation is fundamental in the level of success an individual attains.
- ▶ We are either motivated or not motivated to perform certain tasks.



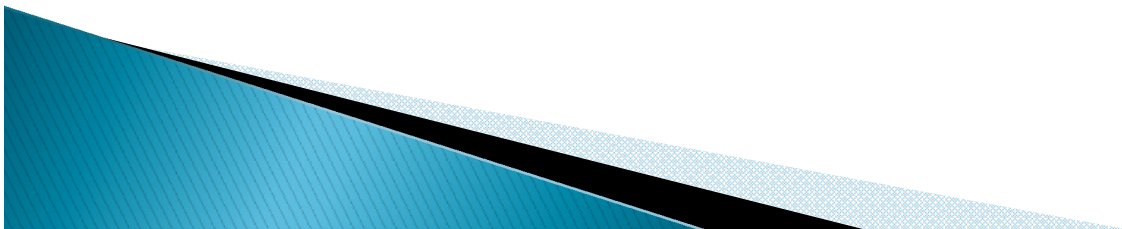
# Motivation

- ▶ Psychologist asserts that motivation activates behavior and propels an individual forward toward achieving goals or needs (Theobald, 2006).
- ▶ Motivation describes the process that energize and stimulate human behavior toward reaching specific goals



# Definition

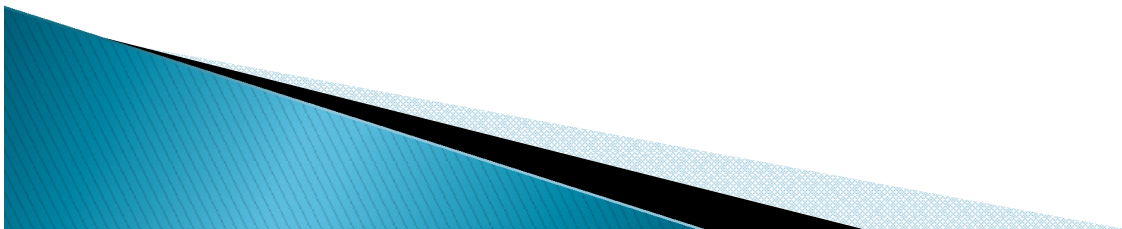
It is a process of arousing behavior, sustaining behavior & channeling behavior in specific course. It explains why some people work hard & well whereas others perform poorly.



# Factors Affecting Motivation

Motivation of staff is affected by three critical factors.....

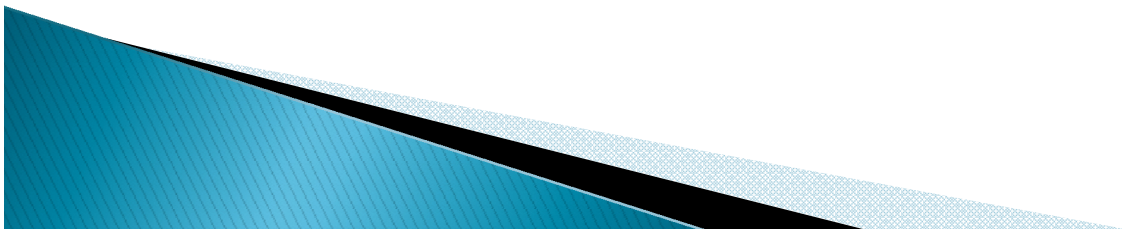
- 1- The individual needs.**
- 2- Job Design.**
- 3- Work Environment.**



# Factors Affecting Motivation

## 1. The individual needs:

The needs of an individual are important motivators. These make the person work with enthusiasm & interest.





# Factors Affecting Motivation

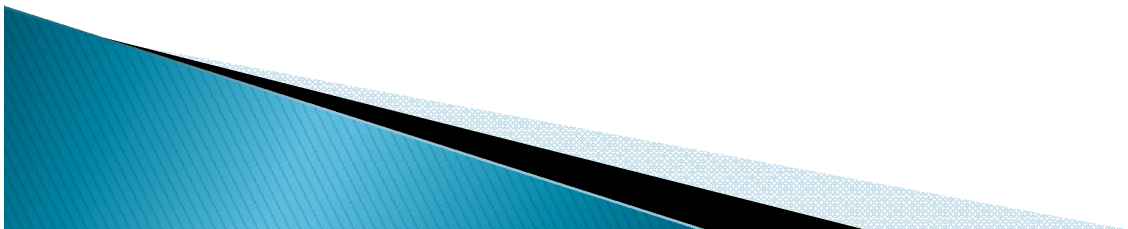
**The significant individual needs are:**

a) Need for Power:

Which results in a strong desire to influence staff, stimulate them to work, making them achieve positions of leadership.

b) Need for achievement:

results in a desire to do something better or more efficiently than others. All the staff working in a particular area should be given equal chance to attend the refresher courses related to that particular area.



# Factors Affecting Motivation

## 2. Job Design:

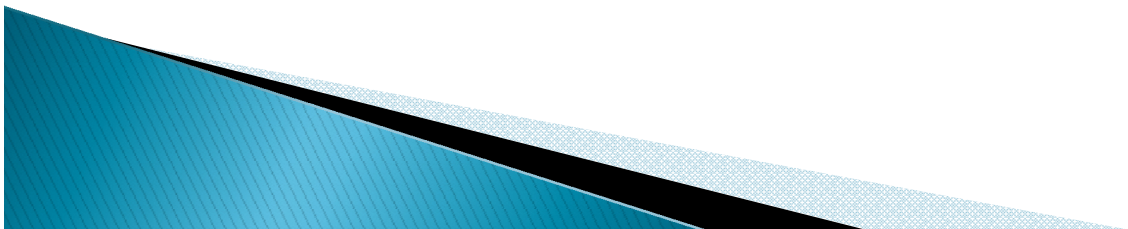
- ▶ Job design is another motivator to satisfy, signify and give value to employees encouraging them to perform well.



# Factors Affecting Motivation

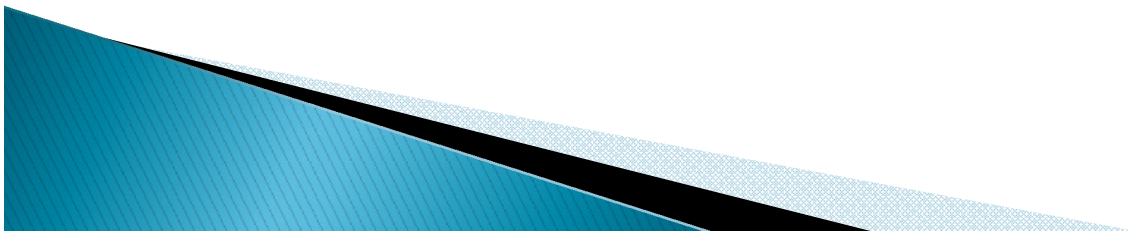
## ▶ 3. Work Environment

- ▶ There are many conditions in the environment which could possibly effect the motivation of staff. It is seen by Behavior Modification Theorist that employees perform positively if environment is favorable which is made by democratic leadership style, peer group interaction....etc



# Objectives of Motivation

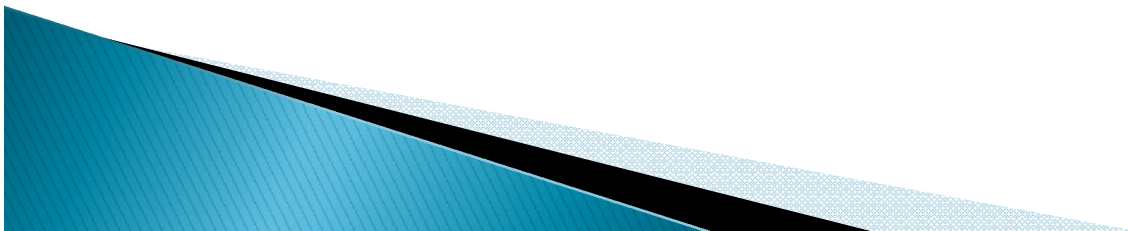
- ▶ The purpose of motivation is to create condition in which people are willing to work with zeal, initiative. Interest, and enthusiasm, with a high personal and group moral satisfaction with a sense of responsibility.
- ▶ To increase loyalty against company.
- ▶ For improve discipline and with pride and confidence in cohesive manner so that the goal of an organization are achieved effectively.



# Importance of Motivation

## 1. Puts human resources into action

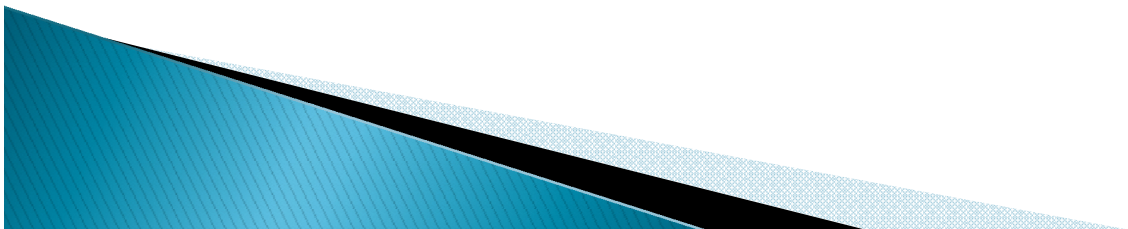
- ▶ Every concern requires physical, financial and human resources to accomplish the goals.
- ▶ It is through motivation that the human resources can be utilized by making full use of it.
- ▶ This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.



# Importance of Motivation


## **2. Improves level of efficiency of employees**

- ▶ The level of a subordinate or an employee does not only depend upon his qualifications and abilities.
- ▶ For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates.
- ▶ This will result into-Increase in productivity,
- ▶ Reducing cost of operations, and
- ▶ Improving overall efficiency.



# Importance of Motivation

## 3. Leads to achievement of organizational goals

- ▶ The goals of an enterprise can be achieved only when the following factors take place :-  
There is best possible utilization of resources,
  - ▶ There is a co-operative work environment,
  - ▶ The employees are goal-directed and they act in a purposive manner,
  - ▶ Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.
- 

# Importance of Motivation

## 4. Builds friendly relationship

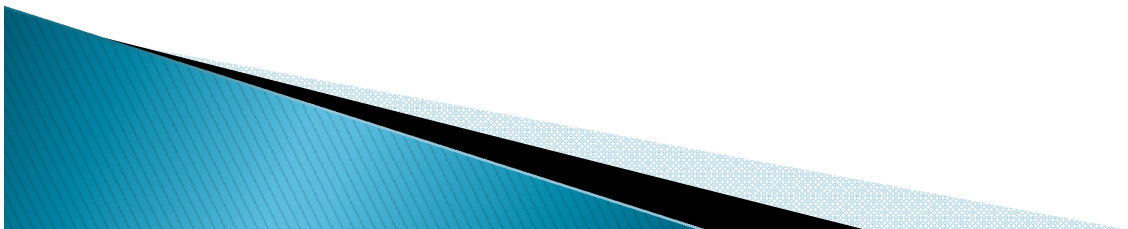
- ▶ Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:
  - ▶ Monetary and non-monetary incentives,
  - ▶ Promotion opportunities for employees,
  - ▶ Disincentives for inefficient employees.





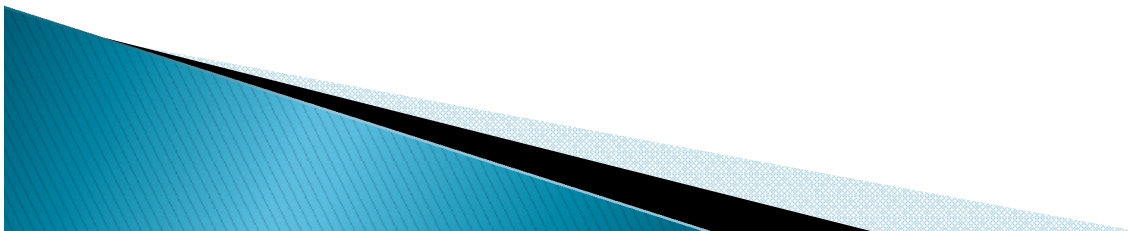
# Importance of Motivation

- ▶ In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:
- ▶ Effective co-operation which brings stability,
- ▶ Industrial dispute and unrest in employees will reduce,
- ▶ The employees will be adaptable to the changes and there will be no resistance to the change,



# Importance of Motivation

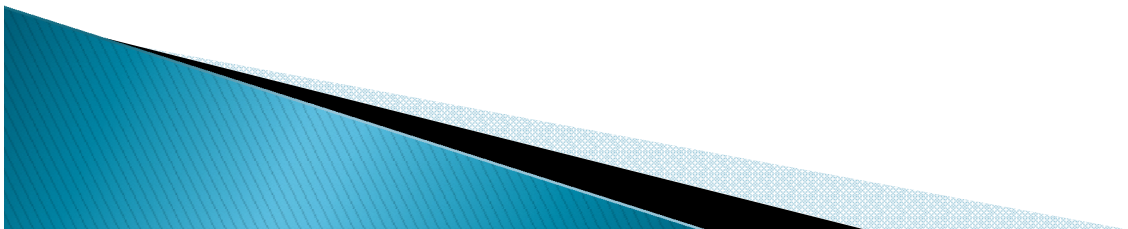
- ▶ This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests,
- ▶ This will result in profit maximization through increased productivity.



# Importance of Motivation

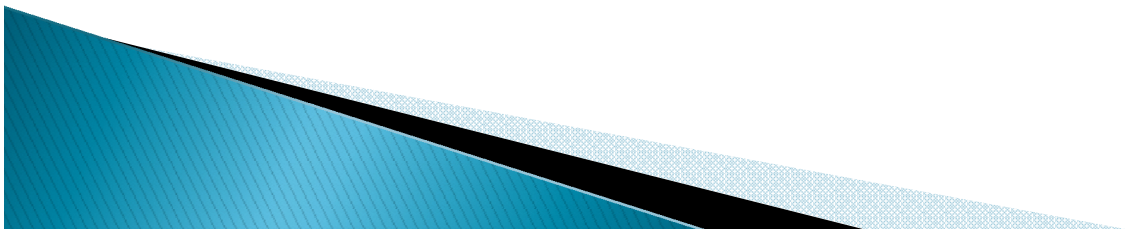
## 5. Leads to stability of work force

- ▶ Stability of workforce is very important from the point of view of reputation and goodwill of a concern.
- ▶ The employees can remain loyal to the enterprise only when they have a feeling of participation in the management.



# Importance of Motivation

- ▶ The skills and efficiency of employees will always be of advantage to employees as well as employees.
- ▶ This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.



# Theories of Motivation:

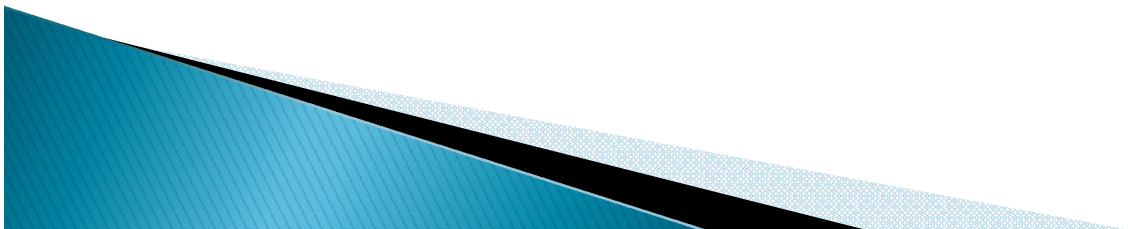
Abraham Maslow (1908–1970)

Humanistic-Existential Paradigm  
Self-actualization Theory



# Maslow's Assumptions

- ▶ Human nature is basically good, not evil
- ▶ Normal human development involves the actualization of this inherent goodness



# Central Human Motive

Self-Actualization





# Maslow's Assumptions...

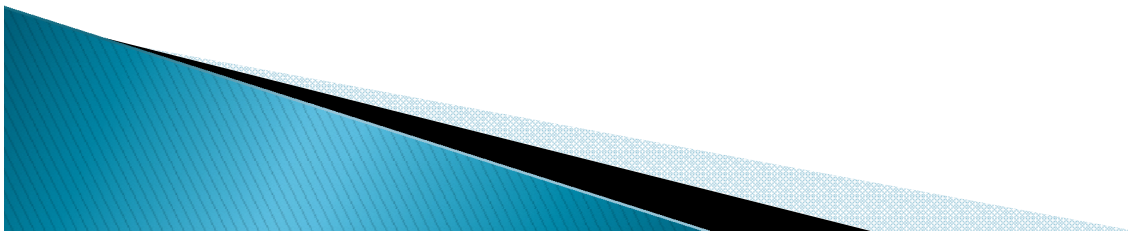
- ▶ Psychopathology results from the frustration of a human being's essential nature





# Maslow's Hierarchy of Needs

- ▶ Self-Actualization
- ▶ Esteem
- ▶ Love
- ▶ Safety
- ▶ Physiological



# Maslow's Hierarchy of Needs

**MOST NEEDS HAVE TO DO WITH  
SURVIVAL PHYSICALLY AND  
PSYCHOLOGICALLY**



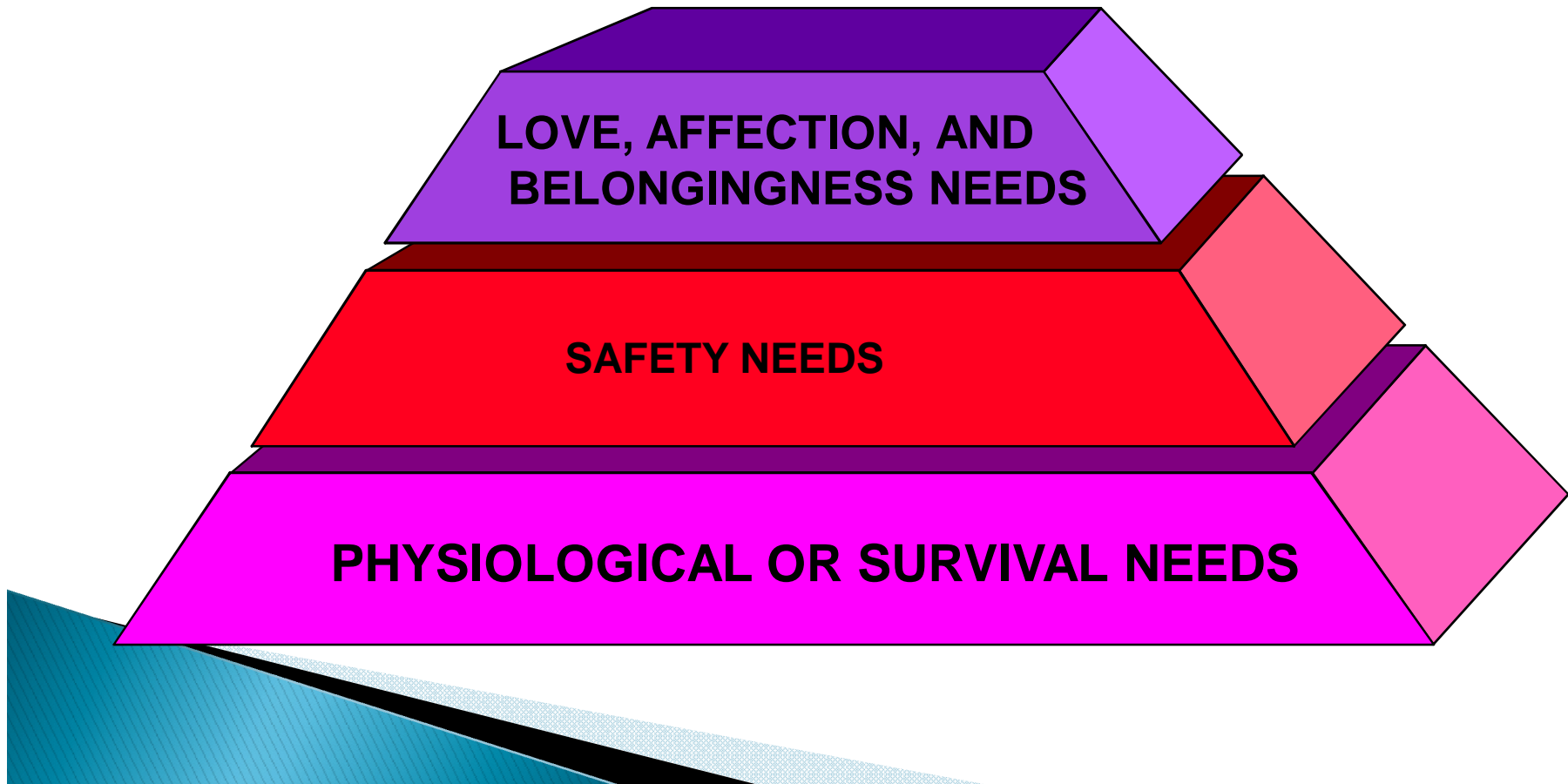
**PHYSIOLOGICAL OR SURVIVAL NEEDS**

# Maslow's Hierarchy of Needs

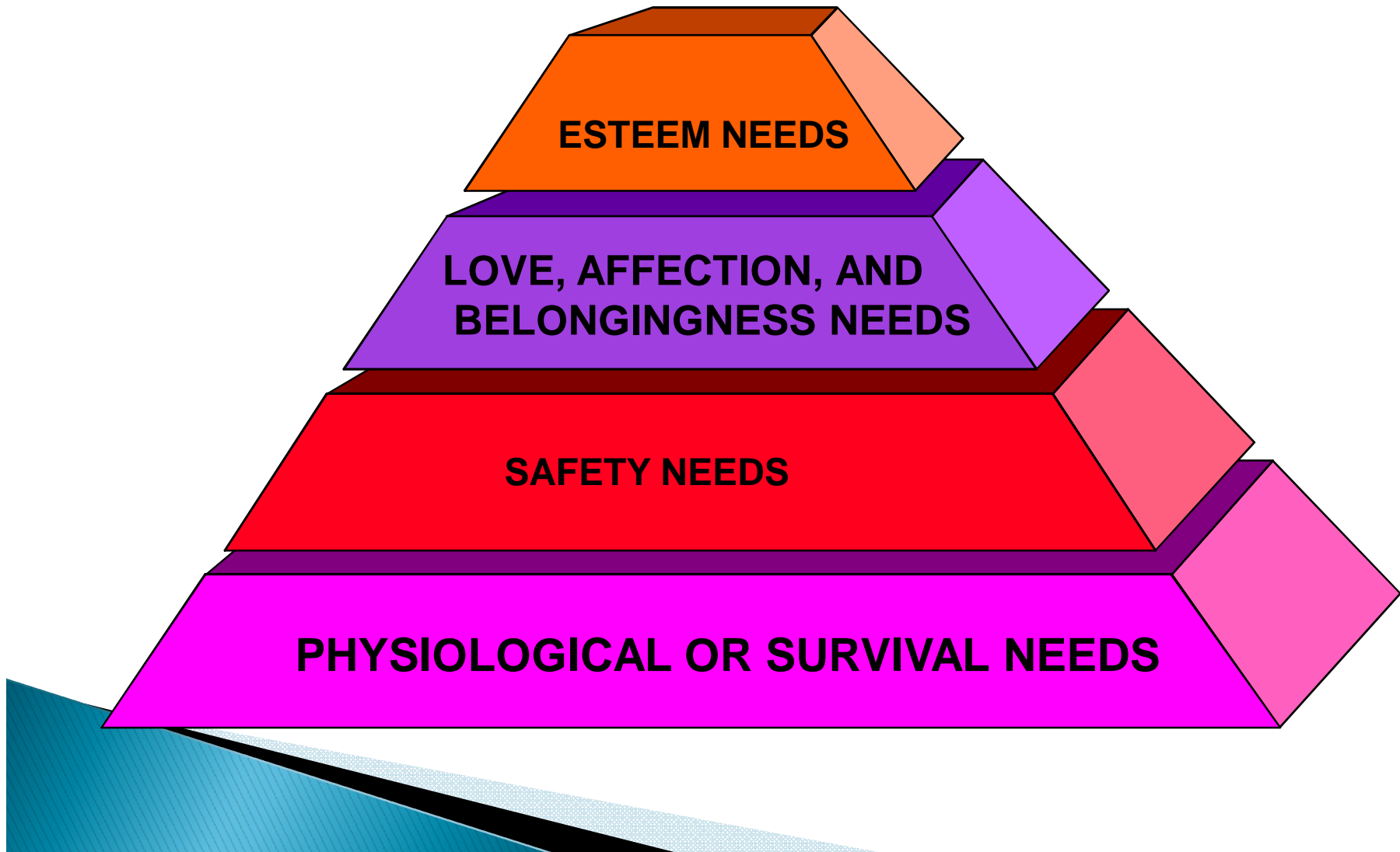
ON THE WHOLE AN INDIVIDUAL  
CANNOT SATISFY ANY LEVEL  
UNLESS NEEDS BELOW ARE  
**SATISFIED**



# Maslow's Hierarchy of Needs



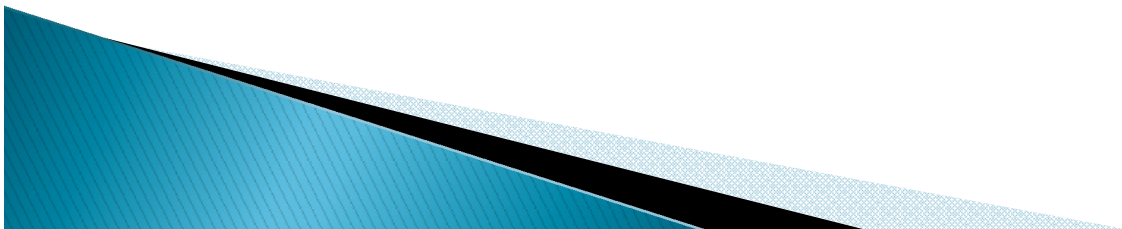
# Maslow's Hierarchy of Needs



# Maslow's Hierarchy of Needs



**MASLOW EMPHASIZES NEED  
FOR SELF  
ACTUALIZATION IS  
A HEALTHY INDIVIDUAL'S  
PRIME  
MOTIVATION**



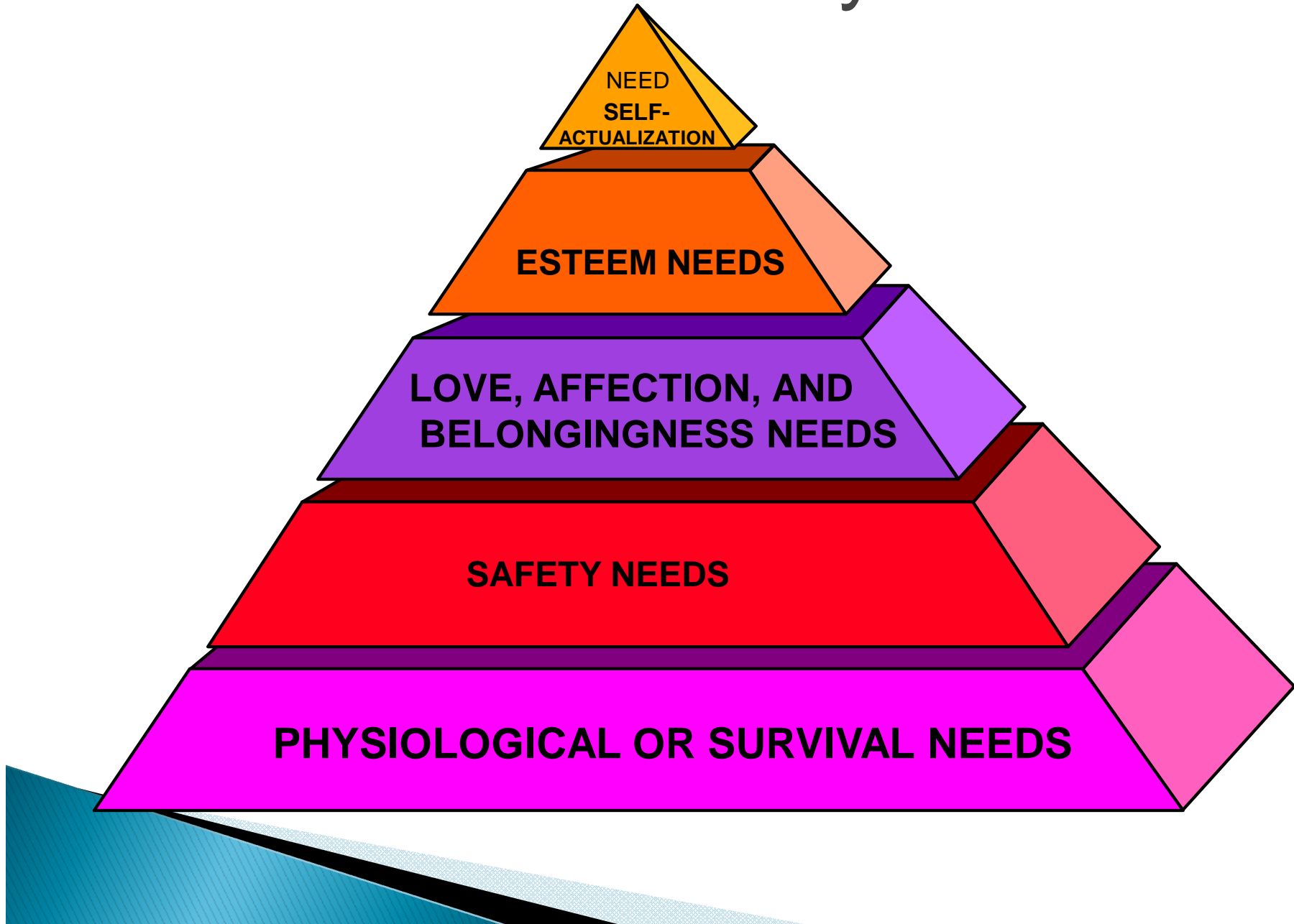
# Maslow's Hierarchy of Needs



MASLOW EMPHASIZES NEED FOR SELF  
ACTUALIZATION IS  
A HEALTHY INDIVIDUAL'S PRIME  
MOTIVATION

**SELF-ACTUALIZATION MEANS  
ACTUALIZING  
ONE'S POTENTIAL BECOMING ALL ONE IS  
CAPABLE OF BECOMING**

# Maslow's Hierarchy of Needs

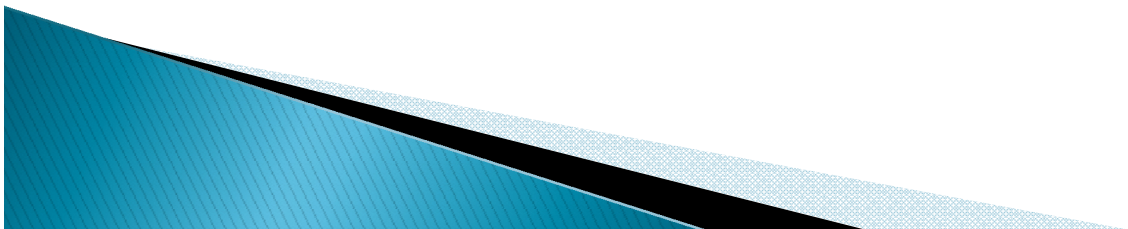




# McGregors Theory X and Y

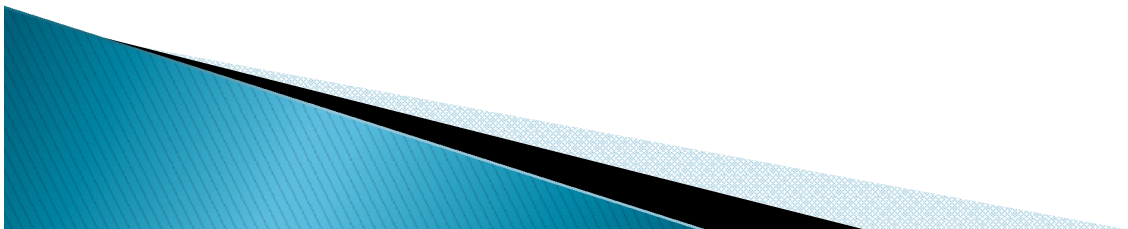
Douglas McGregor wrote the book  
“The human side of enterprise” in 1960.

- ▶ He examined individuals **behaviour** at work.
- ▶ From this he formulated two **models of management**.



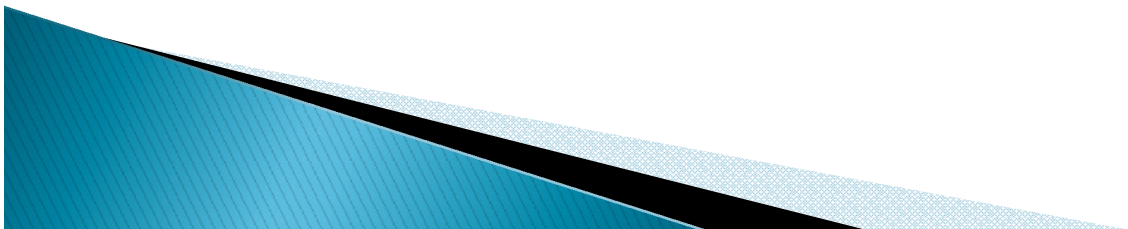
# Theory X

- ▶ Assumes that people are **lazy** and don't like work and are **motivated by money**.
- ▶ Therefore people have to be **forced** to work.
- ▶ Managers need to be **controlling** and motivate by threats and fear.
- ▶ The leadership style used will be **autocratic**.



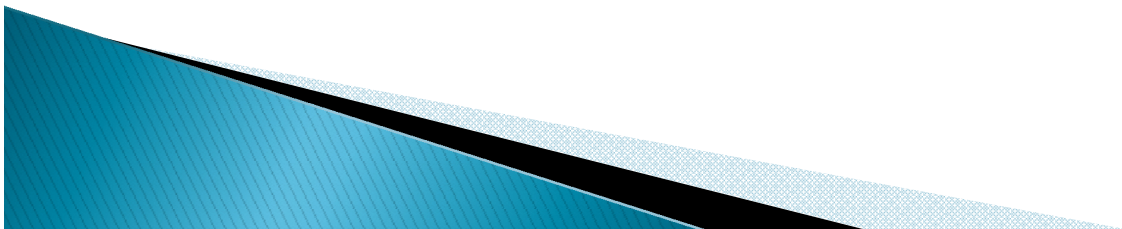
# Theory Y

- ▶ Assumes that people seek fulfillment through work and are willing to work hard.
- ▶ Workers do not need to be controlled.
- ▶ The management motivate by encouragement and inclusion.
- ▶ The leadership style used is democratic or free-rein.



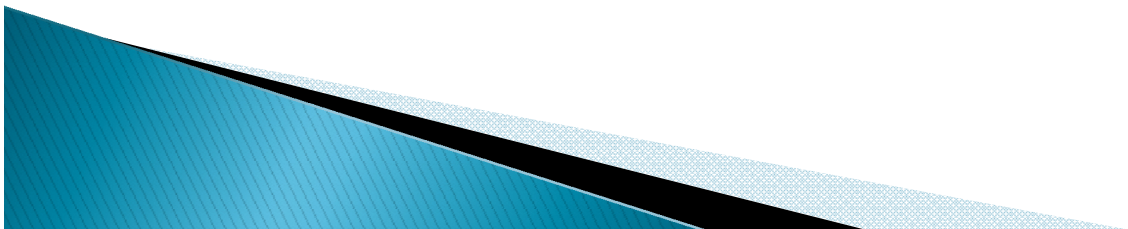
# Evaluation of McGregor's Theory Y, Theory X

- ▶ I think that a knowledge of McGregor's theory of motivation is useful for managers.
- ▶ The type of management style used depends on:
  - ▶ **Workers attitudes**
  - ▶ Good worker = Theory Y
  - ▶ Lazy worker = Theory X



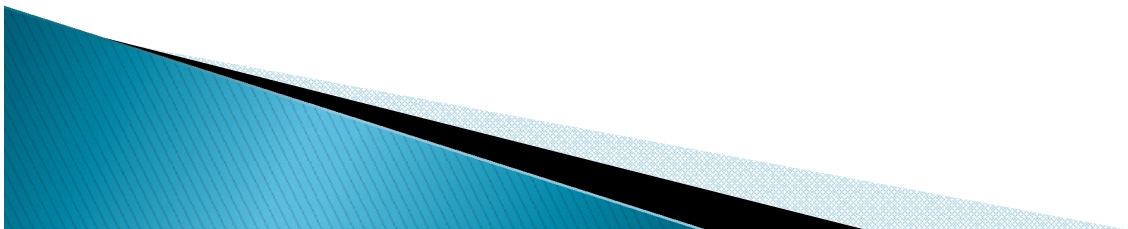
# McGregors Theory X and Y

- ▶ Type of work they are doing
- ▶ Skilled = Theory Y
- ▶ Unskilled = Theory X
  
- ▶ Therefore managers need to be aware of which style best suits the situation.



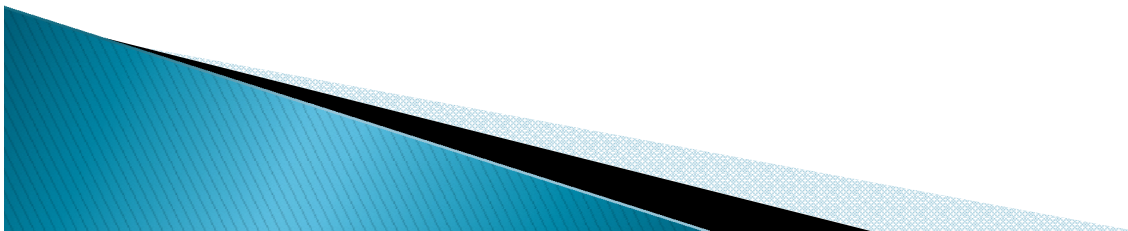
# Theory X manager believes that:

- ▶ Assumes that people are **lazy** and don't like work and are **motivated by money**.
- ▶ Therefore people have to be **forced** to work.
- ▶ Managers need to be **controlling** and motivate by threats and fear.
- ▶ The leadership style used will be **autocratic**.



# Implications of the Theory X Manager

- ▶ Controlling manager, may lead to conflict.
- ▶ Little trust, employee initiative stifled.
- ▶ No consultation leading to poor morale & productivity.
- ▶ Little delegation leads to poor training of future managers.



# MCGREGOR'S THEORY X & Y

## Theory X

Work avoiding

Need to control

Avoid responsibility

Workers seek security

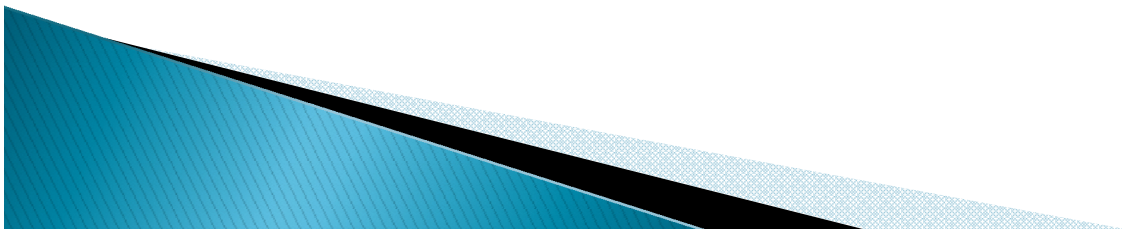
## Theory Y

Work is natural

Capable of self-direction

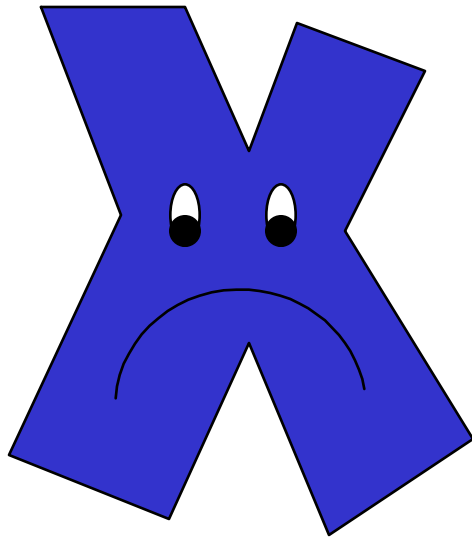
Seek responsibility

Can make good decisions



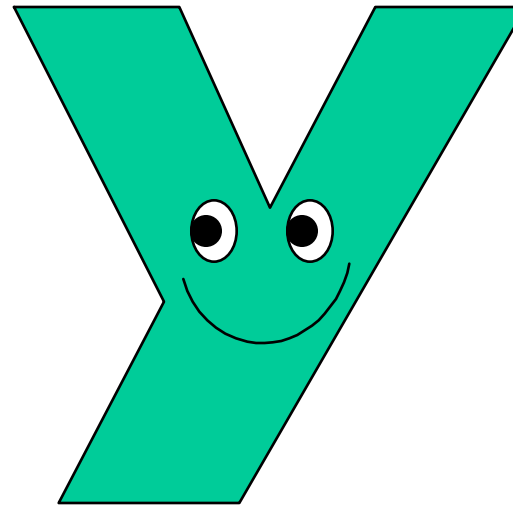


# **ASSUMPTIONS OF THEORY X VERSUS THEORY Y MANAGERS**



**EMPLOYEES:**

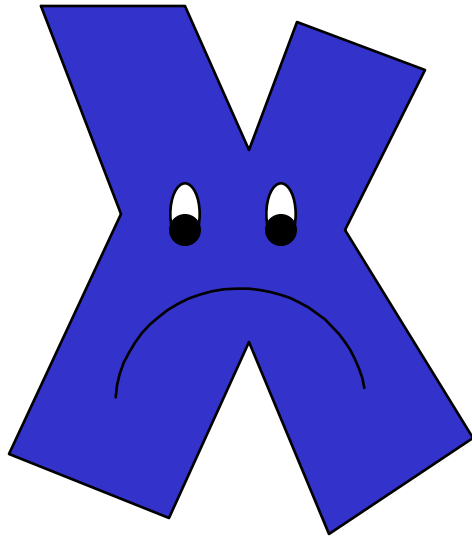
**Dislike/avoid work  
Require coercion  
Shun responsibility  
Have little ambition  
Seek security**



**EMPLOYEES:**

**Naturally expend effort  
Will exercise self-discretion  
Accept and seek responsibility  
Have creative capacity  
Have high level needs**

# School System Administrators



## **TEACHERS**

Motivate by:

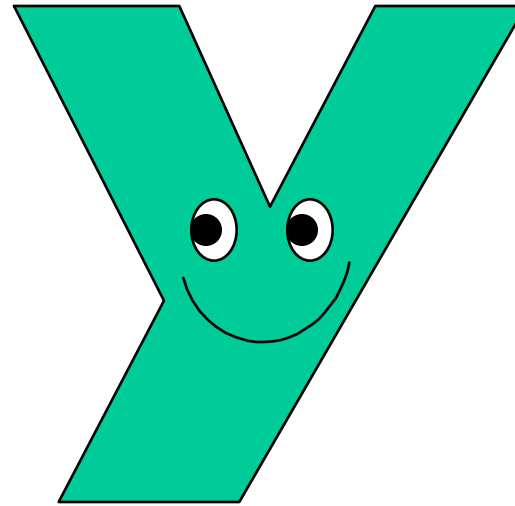
Threats

Supervision

Sing-In Sheets

Fear

Intimidation



## **TEACHERS**

Motivate by:

Trust

Shared Responsibility

Encouragement

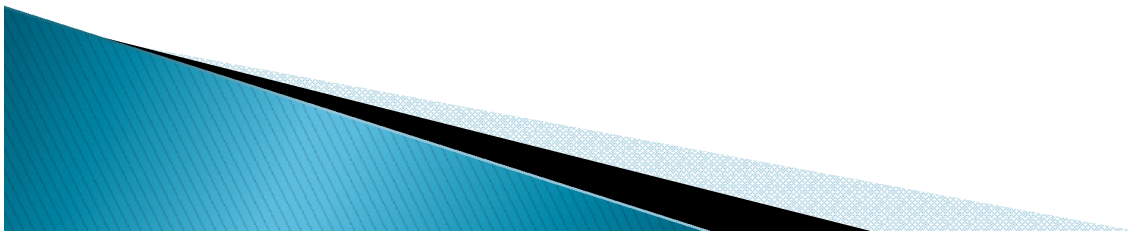
Risk-taking

Creativity

Collaboration

# Herzberg Theory of Motivation

Herzberg, a clinical psychologist and pioneer of “job enrichment,” developed his motivation theory during his investigation of 200 accountants and engineers in the USA.



# Herzberg Theory of Motivation

Herzberg showed that satisfaction and dissatisfaction at work almost always arose from different factors



# According to Helzberg, Man has two sets of needs:

As an animal to avoid pain



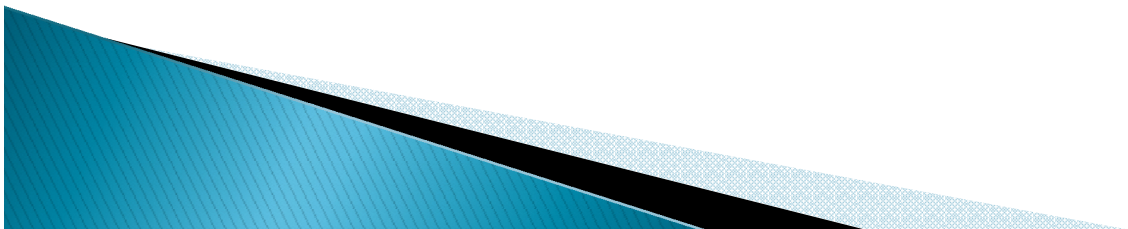
As a human being to grow psychologically



# Two Factor Motivational Theory

**People are influenced by two factors:**

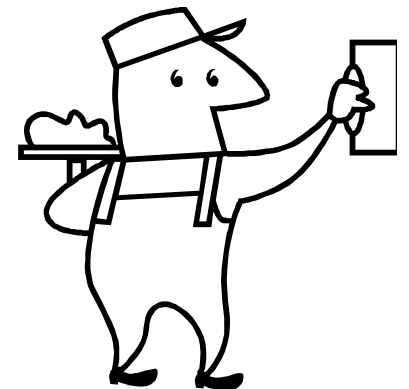
- ▶ **Hygiene factors** are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction.
- **Motivation factors** are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees.



# Examples of “Hygiene” Needs or Maintenance Factors



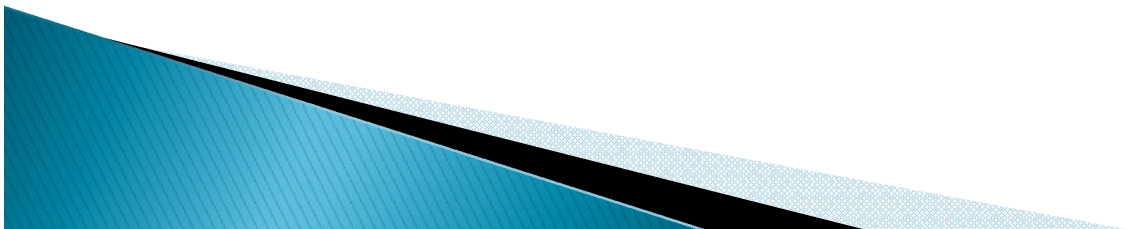
- ✓ The organization, its policies & administration
- ✓ Kind of supervision (leadership & management, including perceptions)
- ✓ Relationship with supervisor
- ✓ Work conditions (including ergonomics)
- ✓ Salary
- ✓ Status
- ✓ Job security
- ✓ Interpersonal relations



# Hygiene Needs

- People will strive to achieve “hygiene” needs because they are unhappy without them, but once satisfied, the effect soon wears off – satisfaction is temporary. (Chapman)

Parallels with Maslow's Hierarchy of Needs Motivational Model

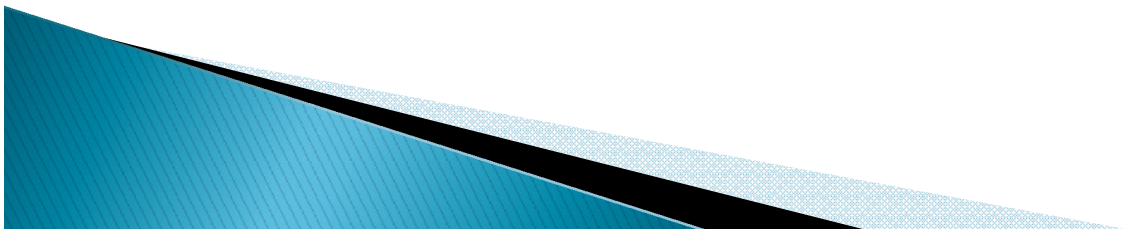




# True Motivators

- ▶ Achievement
- ▶ Recognition for achievement
- ▶ Work itself (interest in the task)
- ▶ Responsibility
- ▶ Growth and advancement

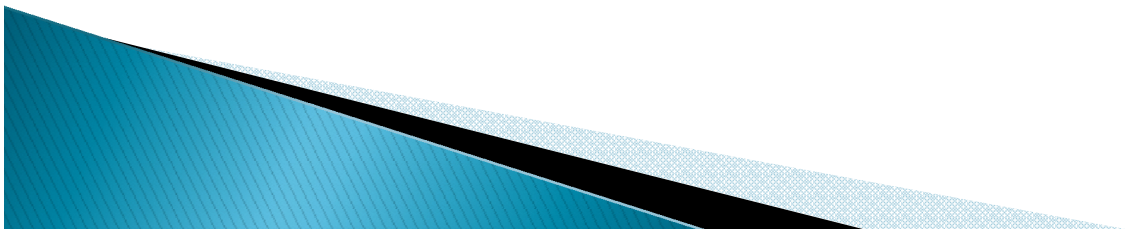
Represents a far deeper level of meaning  
and fulfillment




# HERZBERG'S Motivation–Hygiene Theory

Psychologist **Frederick Herzberg** believed that:

- ▶ **Intrinsic**—natural, real—factors are related to job satisfaction &
- ▶ **Extrinsic** factors are related to job dissatisfaction.

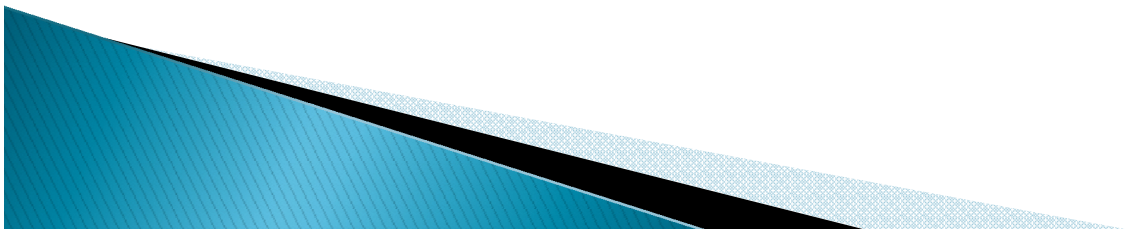


# Herzberg's Theory cont'd

- ▶ On the other hand, when employees were dissatisfied, they tended to cite **extrinsic factors** such as **company policy** and **administration, supervision, interpersonal relationships,** and **working conditions.**
  - ▶ Herzberg suggested emphasizing **motivators**—those factors that increase job satisfaction, such as **recognition** and **growth.**
- 

# Herzberg's Theory

- ▶ He believed that an individual's attitude toward his or her work can very well determine success or failure
- ▶ **Intrinsic factors** such as **achievement**, **recognition**, and **responsibility** were related to job satisfaction
- ▶ When people felt good about their work, they tended to attribute these characteristics to themselves.



Thanks

