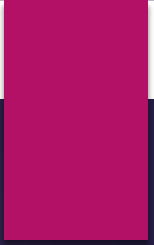


A green rectangular sign with rounded corners is mounted on two metal poles. The sign is tilted upwards and to the right. The word "Motivation" is written across the sign in a large, white, sans-serif font. The background is a clear blue sky with a few wispy white clouds. The sun is visible in the top right corner, creating a bright glow and lens flare effect.

Motivation



PRESENTED BY :-mrs. Poonam arya
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On

Motivation!

**Getting Gotten on Human Drives
Using the Michael Motivation Cards**

By Stephen J Cocconi

MOTIVATION



- The process by which efforts are energised , directed and sustained toward attaining a goal.





INTRODUCTION

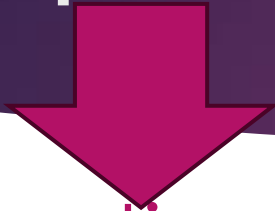
- Motivation is the desire that workers possess to complete a task
- Example:
- It is motivation that determines whether a laborer completes a task according to the requirements
- Organizations motivate their employees through:
 - Training sessions
 - Recreation events

what motivates you ?????

- ❑ Learning new things .
- ❑ Being innovative or creative.
- ❑ Teaching/Mentoring others.
- ❑ Working Independently



Types of motivation:



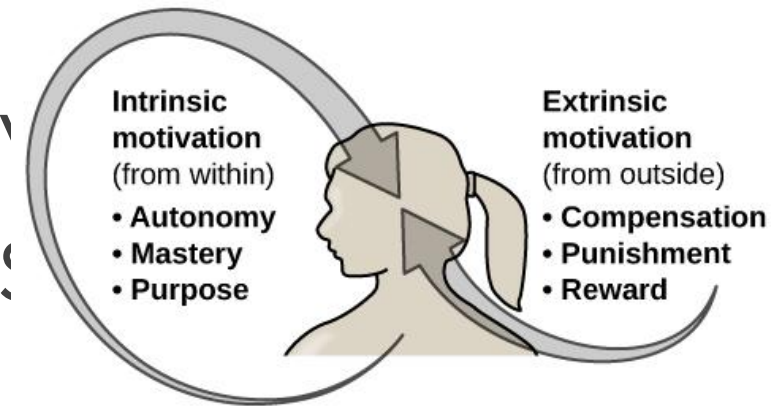
Intrinsic motivation:

- Motivation comes from within.



extrinsic motivation:

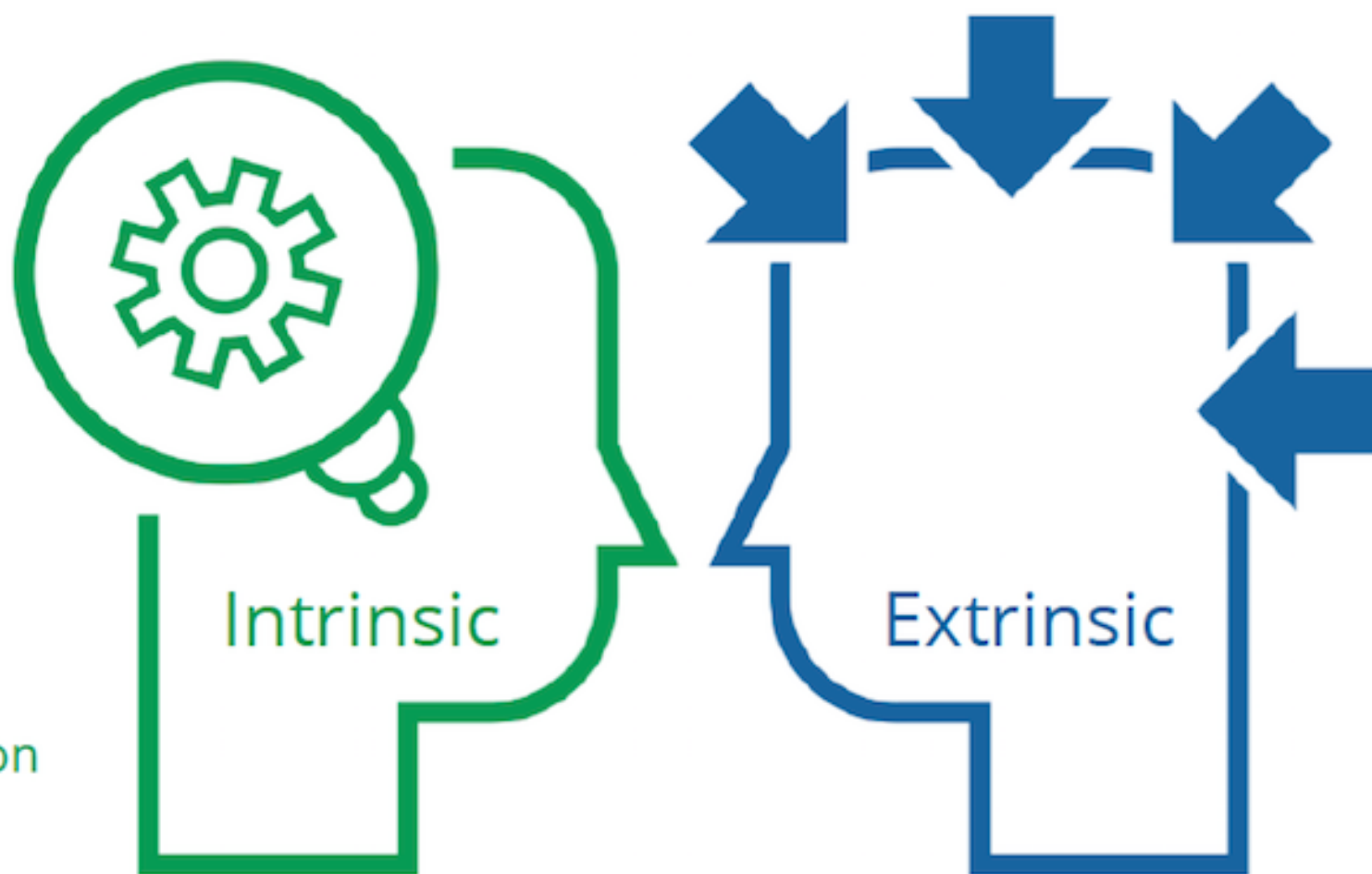
- Motivation encouraged by external factors



INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO

Because of the interest and enjoyment in the task itself

- Enjoyment
- Purpose
- Growth
- Curiosity
- Passion
- Self-expression
- Fun



Because of the outcome that will result by doing the task

- Promotions
- Pay raises
- Bonuses
- Benefits
- Prizes
- Winning
- Perks

Ryan & Deci, 2000

ADURO.

Characteristics of Motivation

- Internal Feeling
- Influencer of Behavior
- Psychological Process
- Activator of Human Energy, Behavior, or Actions
- Complex and Unpredictable
- Continuous Process
- A Management Function
- Pervasive in Nature
- Positive or Negative, as well as, Extrinsic or Intrinsic

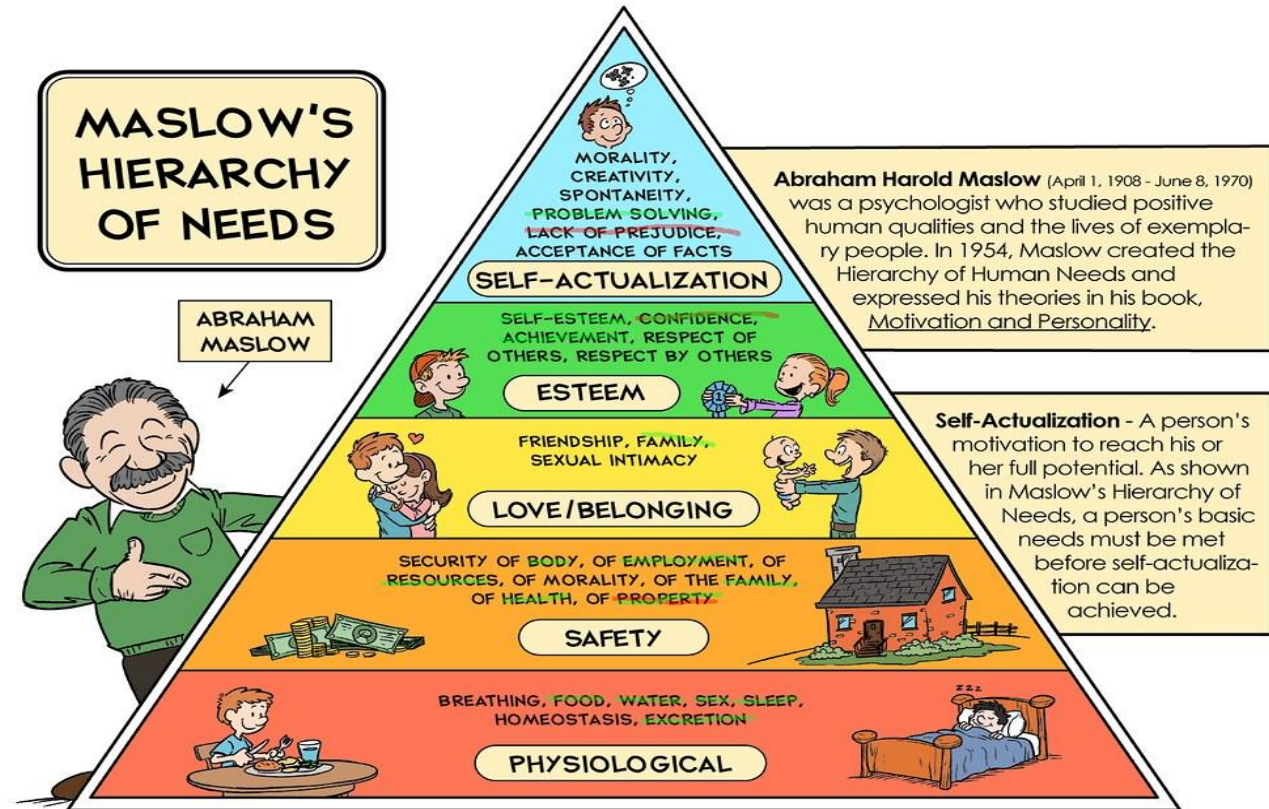
Importance of Motivation

- Motivated Employees
- Improved Productivity
- Develops Positive Attitude
- Stable Workforce
- Optimal Use of Resources
- Reduced Absenteeism and Turnover
- Remedy For Change
- Minimizes Dispute
- Reduced Supervision
- Ensures Goal Achievement

MASLOW 'S HIERARCHY OF NEED THEORY:

people have five levels in this theory :

- ❑ Self actualisation
- ❑ Esteem
- ❑ Social or Affiliation
- ❑ Safety or Security
- ❑ Basic physiological

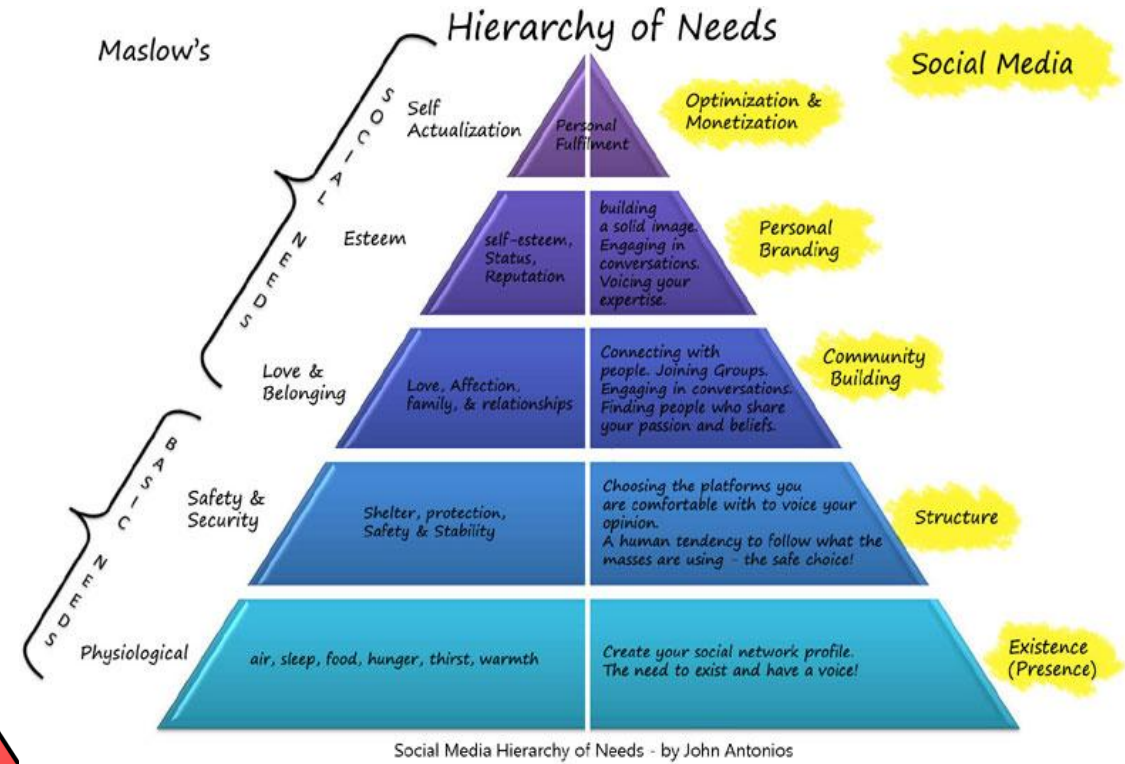
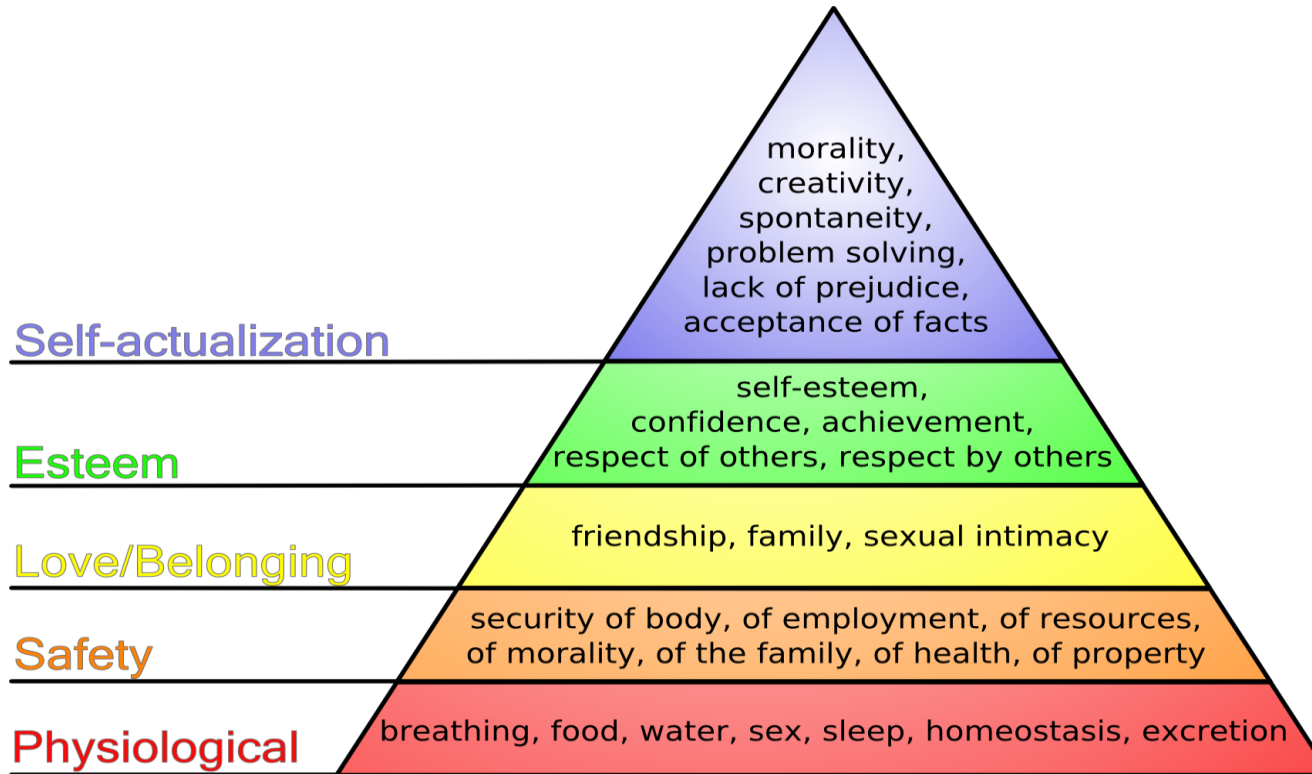


Maslow's hierarchy of needs;

- Physiological needs: These are biological requirements for human survival. For example air, food, water, shelter, clothing, warmth, sex and sleep.
- Safety needs: For example include protection from elements, security, order, law and stability.

- ❑ Love and Belongingness needs: These are the first of social needs, involving the desire for interpersonal relationships and being part of a group. Examples of these needs include friendship, intimacy, trust, acceptance, etc.
- ❑ Esteem needs: There are classified into two types are:
 - Self-Esteem, stemming from dignity, achievement, mastery and independence.
 - The desire for reputation or respect from others, including status and prestige.

Self-actualization needs: Examples include realizing personal potential, self-fulfilment and seeking personal growth and peak experiences.



Maslow's theory:

Assumptions:

- Human behaviour is affected by their needs.
- People have different needs and needs follow a hierarchy
- People move to the next need only when the lower needs are satisfied

HERZBERG'S TWO-FACTOR THEORY OF MOTIVATION

Herzberg's Two-Factor Theory of Motivation

- ❖ In 1959, Frederick Herzberg, a scientist proposed a two-factor theory/ motivator- hygiene theory
- ❖ There are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction

Herzberg's motivation – hygiene theory:

Maintenance of hygiene factors:

Motivational factors:

Hygiene Factors

- Company policy
- Supervision and relationships
- Working conditions
- Salary
- Security

Motivators

- Achievement
- Recognition
- Interesting work
- Increased responsibility
- Advancement and growth

Herzberg's Two-Factor Theory

Hygiene Factor - work condition related to dissatisfaction caused by discomfort or pain

- maintenance factor
- contributes to employee's feeling not dissatisfied
- contributes to absence of complaints

Motivation Factor - work condition related to the satisfaction of the need for psychological growth

- job enrichment
- leads to superior performance & effort

HERZBERG'S THEORY OF MOTIVATION



SATISFACTION

- Achievement
- Recognition
- Growth
- Responsibility
- Advancement
- The work itself



DISSATISFACTION

- Security
- Status
- Salary
- Supervision
- Organizational policies
- Work environment



McGregor's Theory X & Theory Y

Theory X



Employees dislike work and, whenever possible, will attempt to avoid it.

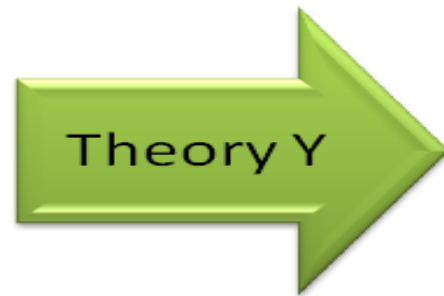
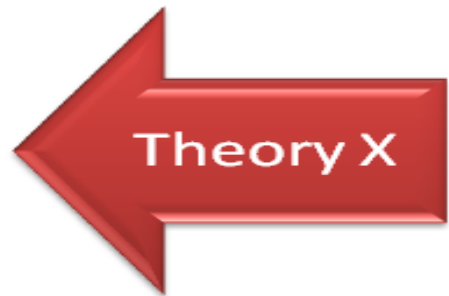
Because employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve desired goals.

Most workers place security above all other factors associated with work and will display little ambition.

McGregor's Theory y

- Theory Y workers:
- Enjoy their work
- Will work hard to get rewards
- Want to see new things happening
- Will work independently
- Can be trusted to make decisions
- Are motivated by things other than money
- Can work unsupervised

Mcgrergor 's theory x and theory y



Attitude

We dislike work, find it boring, and will avoid it if we can.

We need to work and want to take an interest in it. Under the right conditions, we can enjoy it.

Direction

We must be forced or coerced to make the right effort.

We will direct ourselves towards a target that we accept.

Responsibility

We would rather be directed than accept responsibility, which we avoid.

We will seek and accept responsibility, under the right conditions.

Motivation

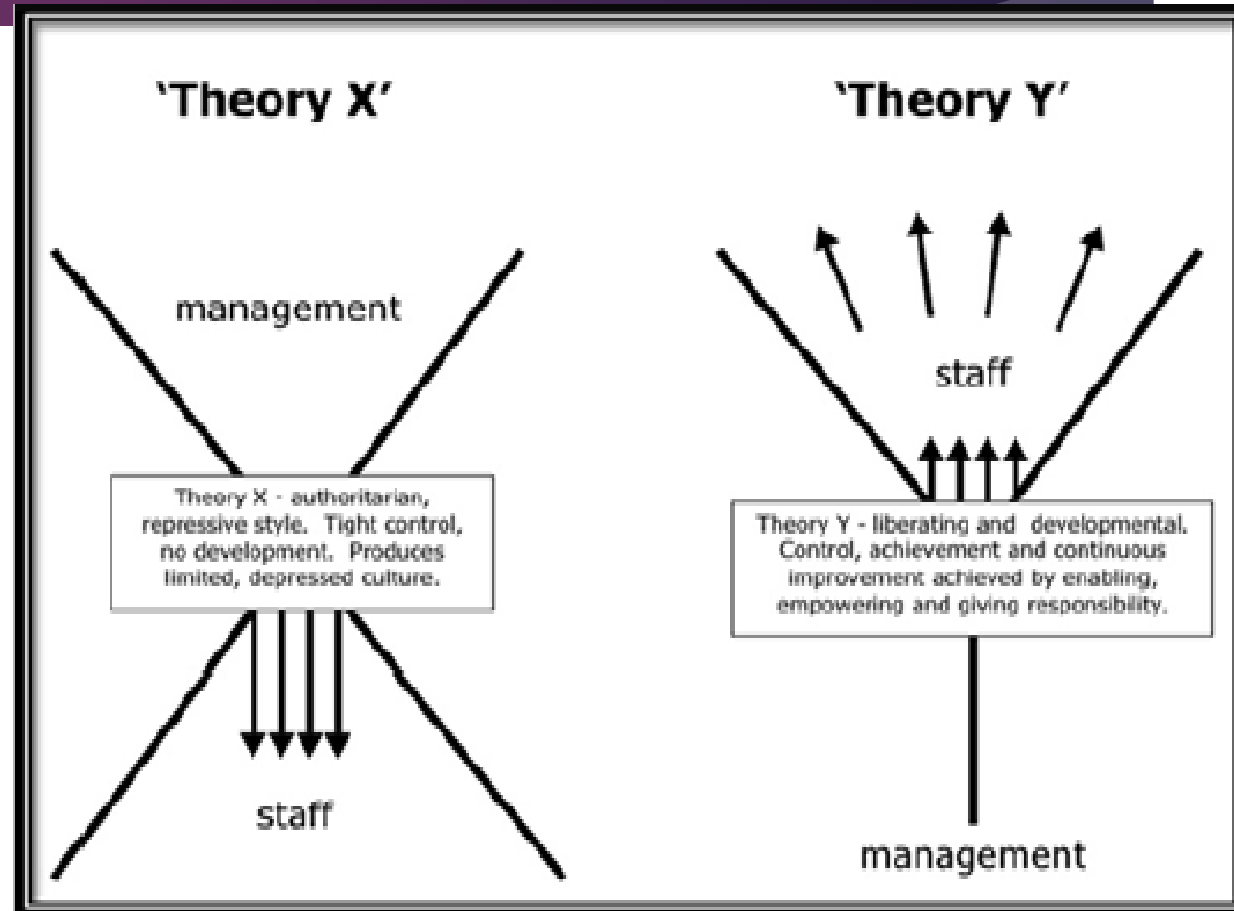
We are motivated mainly by money and fears about their job security.

Under the right conditions, we are motivated by the desire to realize our own potential.

Creativity

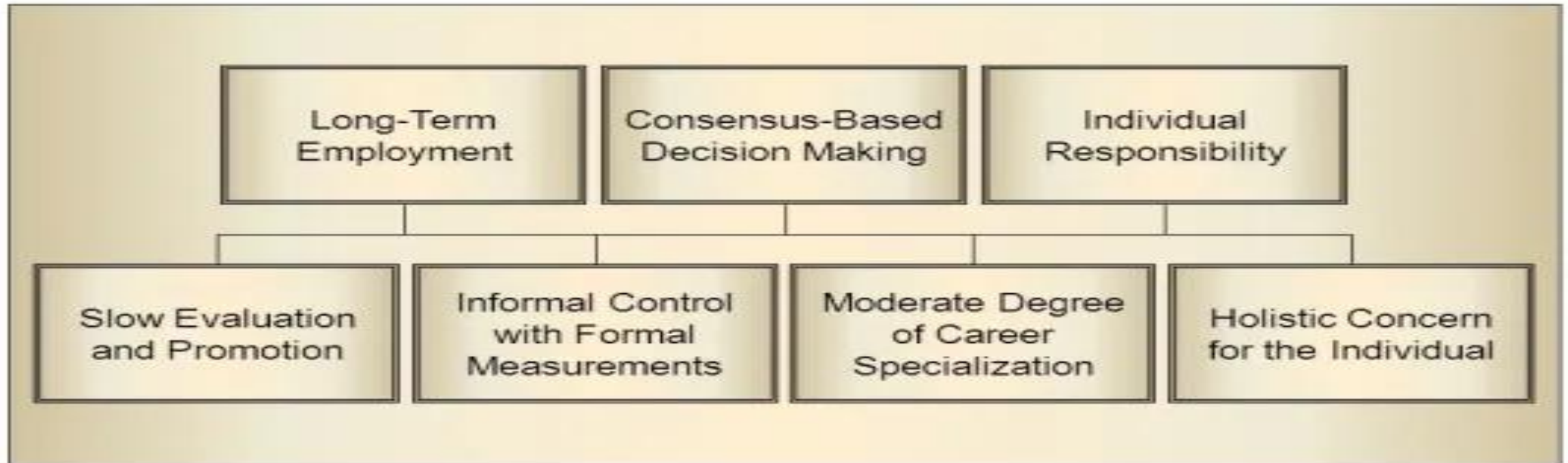
Most of us have little creativity – except when it comes to getting around rules.

We are highly creative creatures – but are rarely recognized as such or given the opportunity to be.



OUCH'S Z THEORY:

Ouchi's Theory Z



Theory Z

- Developed by Dr. William Ouchi
- Not necessarily an offshoot of McGregor's Theory X/Y, Ouchi's theory blends modern western management approaches with Japanese management techniques
 - Ironically, many so-called "Japanese" management techniques such as Kaizen are based on American Edward Deming's 14 Points For Management
- Theory Z focuses on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job
- This means stable employment, and high employee morale and satisfaction by creating opportunities for collaboration, lateral job movements, and multi-level participation in decision-making

Theory X

View of work
Dislike and Avoid it

*Attitude toward
responsibility*
Avoid it, Seek formal
direction

Attitude toward innovation
Security valued over
ambition

Ability to Control
Coerced, Controlled,
Threatened

Theory Y

View of work
As natural as rest and
play

*Attitude toward
responsibility*
Accept and seek it

Attitude toward innovation
Individuals capable of
innovation

Ability to Control
Self direction, Self
Control

Theory Z

View of work
Whole part of a person

*Attitude toward
responsibility*
Collective Responsibility

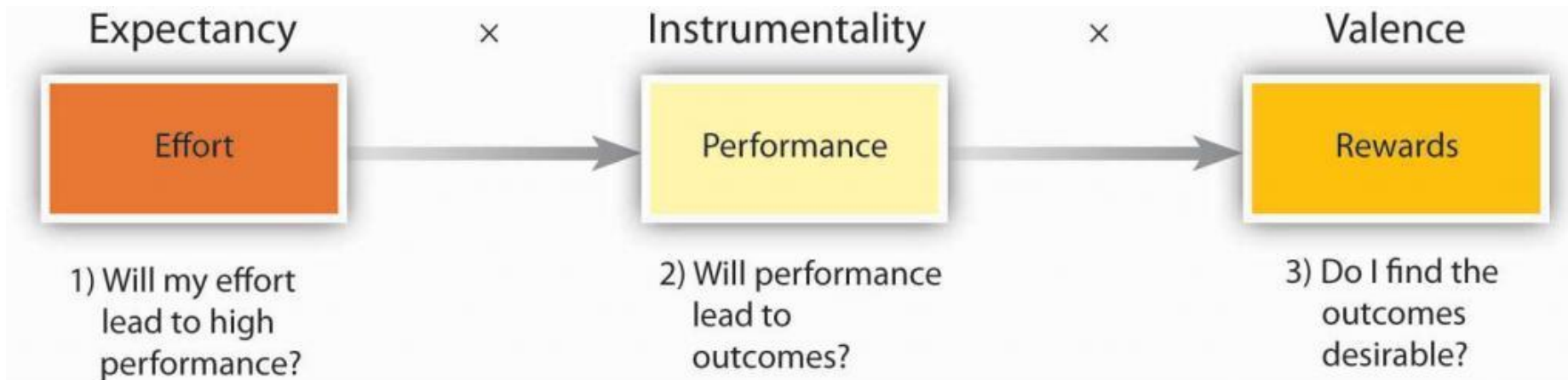
Attitude toward innovation
Whole is better than sum of
parts

Ability to Control
Implicit Control by
Loyalty to team

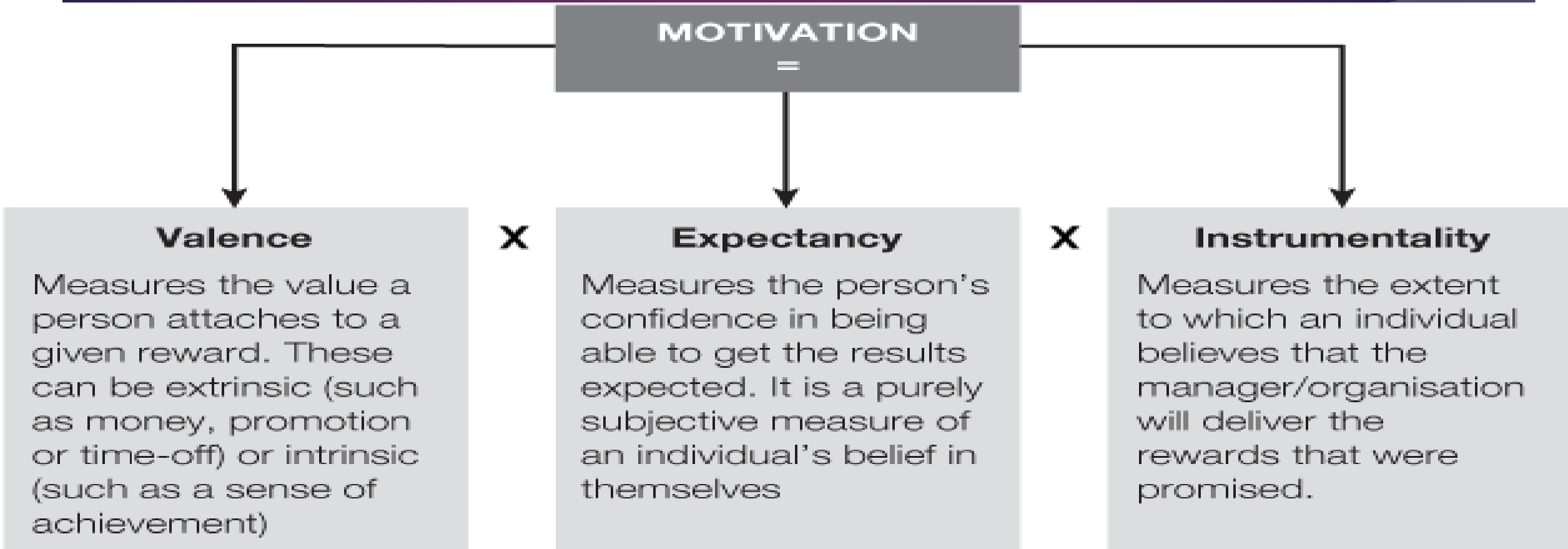
Expectancy theory (Vroom)

- Vroom suggests that an employee's belief about expectancy, instrumentality and valence **interact psychologically**. In this way they create a motivational force, such that the employee will act in a way that brings pleasure and avoids pain.
- This force can be calculated via a formula:
- **Motivation = Valence x Expectancy (Instrumentality)**
- This formula can be used to indicate and predict things as: **job satisfaction, occupational choice, the likelihood of staying in a job** and the **effort** that one might expend at work.

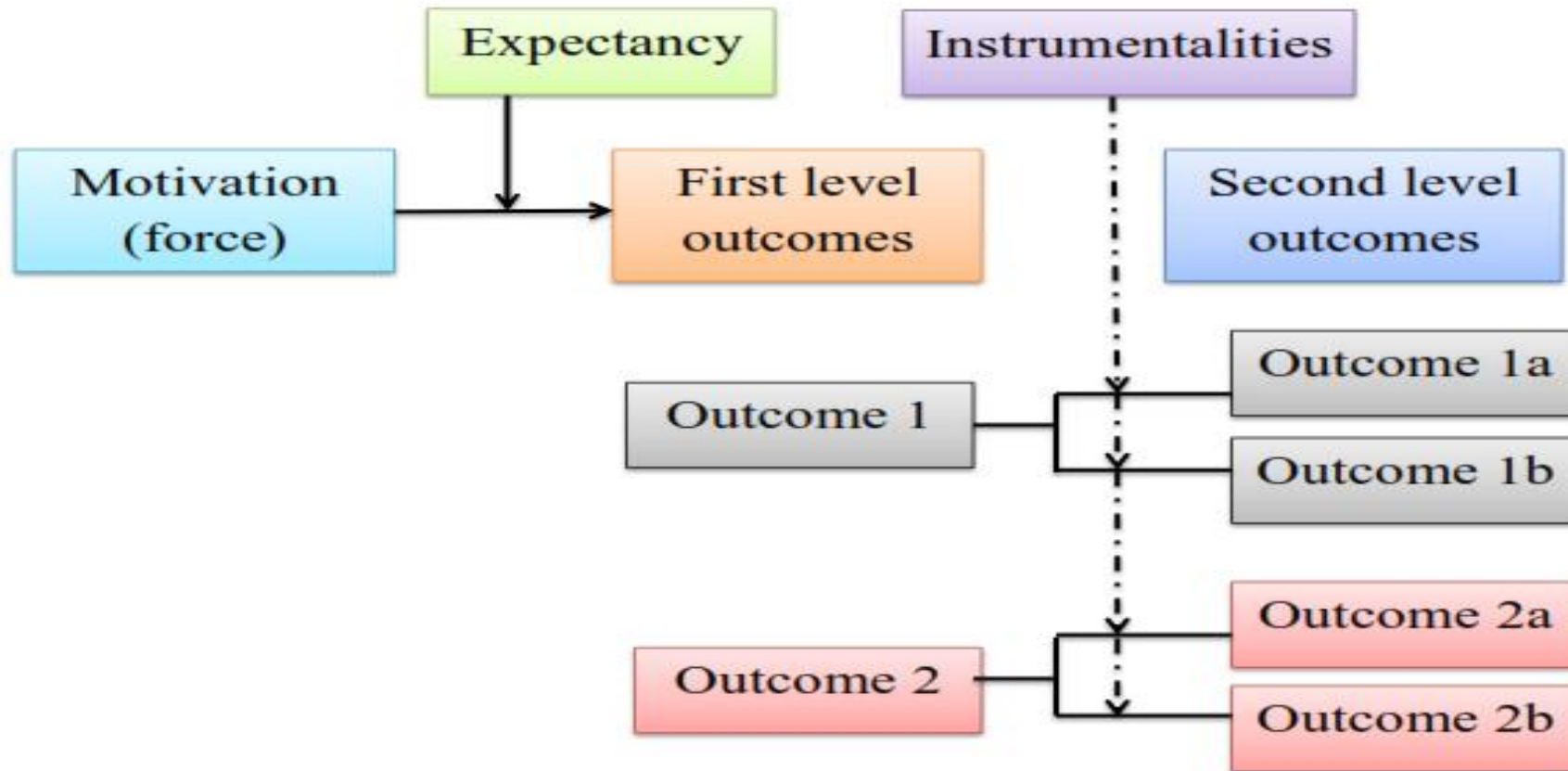
VROOM'S EXPECTANCY THEORY:



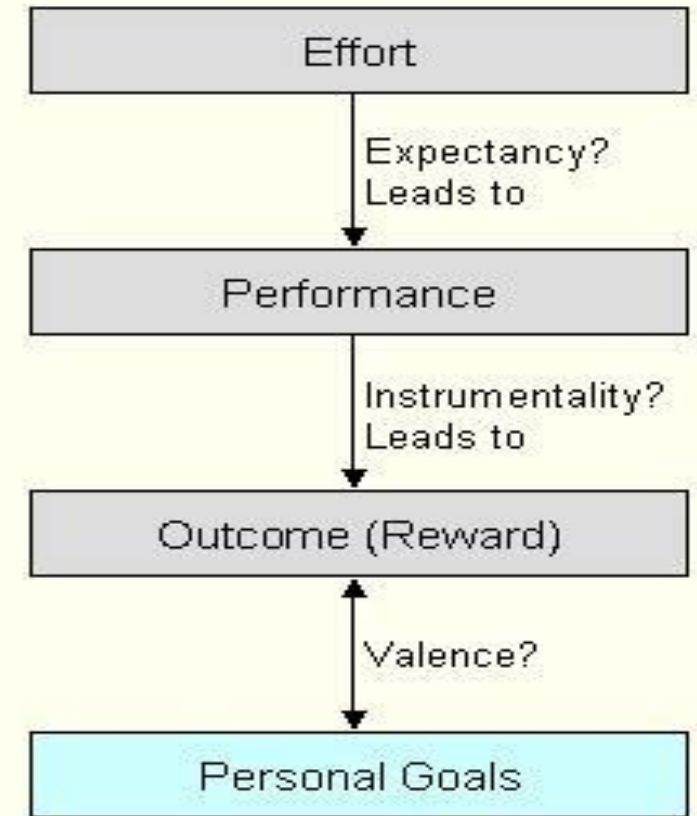
VROOM'S EXPECTANCY THEORY:



vroom's expectancy theory:



Expectancy Theory (Vroom)





Key properties

Expectancy
Instrumental
Valence

Expectancy Theory

Application

Organisational
Monitoring
Motivational

Advantages

Individual
evaluation
Decision
making

Limitation

Hypothetical
Measurement

Expectancy Theory & Performance Issues

- Effort – performance relationship
 - Training & education
- Performance – rewards relationship
 - Will my performance be recognized & rewarded?
 - How are rewards allocated?
 - Seniority versus merit
 - Is the evaluation process fair?
- Rewards – personal goals
 - Is the reward personally desirable?
 - “If you perform well, we will put you in charge of our overseas office”

Evaluation of expectancy model:

- The expectancy model is highly useful in understanding organisation behaviour. It can improve the relationship between the individual and organisational goals.
- The expectancy theory is a cognitive theory , which values human dignity.

Evaluation of expectancy model:

- This theory helps the managers in looking beyond what Maslow and Herzberg implied.

Drawbacks of vroom's theory:

- According to a small number of specialist, the complexity of the theory makes it challenging to both test and to practice .
- Due to the complexity of this hypothesis, its viability cannot be thoroughly assessed.
- It is possible to put this notion into action.

Porter and Lawler model of motivation:

- Effort: It refers to the amount of energy which a person exerts on a job.
- Value of Reward: First of all people try to figure out whether the rewards that are likely to be received from doing a job will be attractive to them.

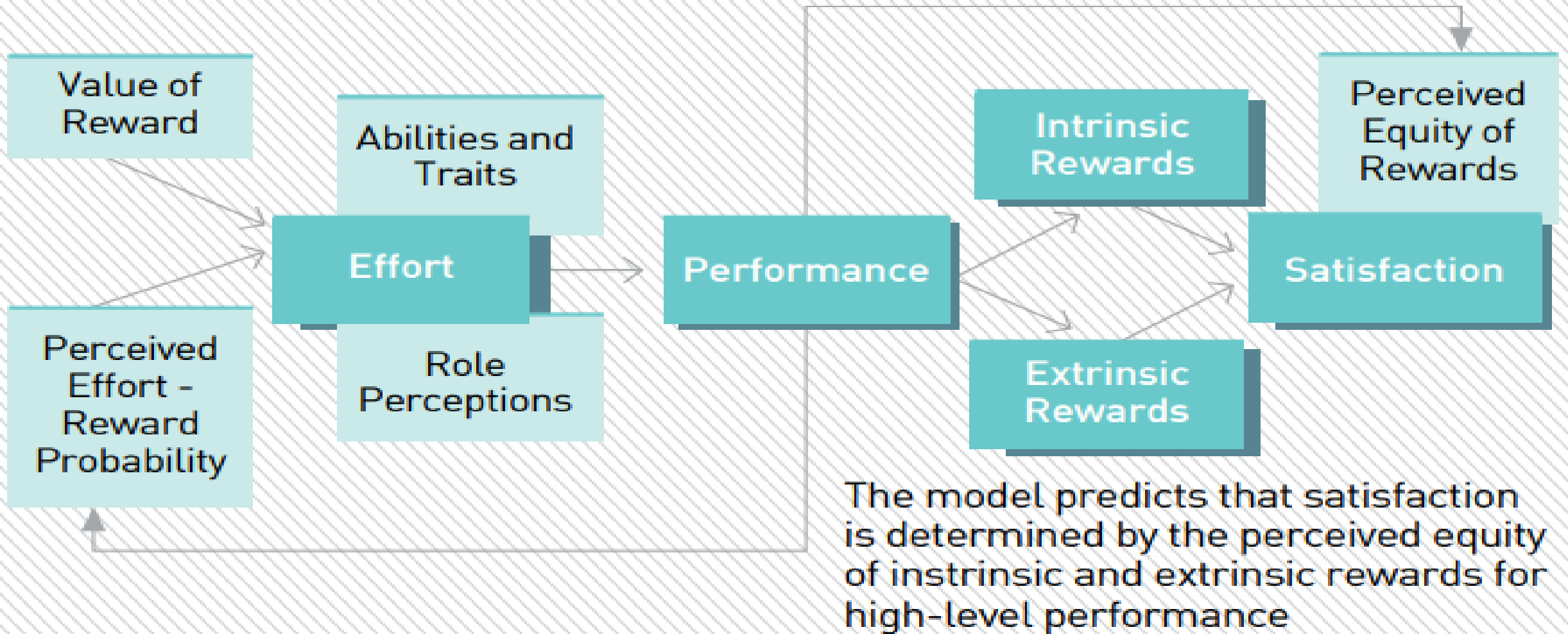
Porter and Lawler model of motivation:

- **Perceived Effort Reward Probability:** In addition, before people put forth any effort, they will also try to assess the probability of a certain level of effort leading to a desired level of performance and the possibility of that performance leading to certain kinds of rewards.

porter and lawler model of motivation:

- Performance : Efforts leads to performance . The expected level of performance will depend upon the amount of effort, the abilities and traits of the individual and his role perceptions.
- Rewards: Performance leads to certain outcomes in the shape of two types rewards namely extrinsic rewards and intrinsic rewards.

Figure 1: The Porter - Lawler Model



Significance of porter and lawler model of motivation

- ❑ Put the right person in the proper job based on their abilities .
- ❑ Prescribe concrete performance level and make attainable .
- ❑ For incentives, effective performance must be rewarded .

Figure 1: Total Rewards Categories



Adapted from Nienaber et al., 2011.

I} FINANCIAL INCENTIVES

I) Financial Incentives: In the context of existing economic system, money has become a means to satisfy the physical needs of daily life and also of obtaining social position and power.

➤ Since, money has the purchasing power, it becomes a very important incentive for every individual



Non-financial techniques

- Financial rewards have always been used but recently companies have found that;
 - The chance to earn more might not be a motivator
 - Financial incentive schemes are difficult to operate
 - Individual reward schemes aren't always effective, particularly if tasks are group tasks
 - Other factors can be seen as more important by staff

Financial and Non-Financial Incentives



Financial Incentives

- Pay and Allowance
- Productivity-Linked Wage Incentives
- Bonus
- Profit Sharing
- Stock Options
- Retirement Benefits
- Perks

Non Financial Incentives

- Status
- Organizational Climate
- Career Advancement Opportunity
- Job Enrichment
- Employees Recognition Program
- Job Security
- Employee Participation

Conclusion

- Maslow's model has great potential appeal in the business world. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards.
- Increase motivation by ; better communication between managers & workers, greater management involvement, working in groups
- In practice, therefore, business should introduce team working and personnel departments to look after employees interest.