



MOTIVATIONAL TECHNIQUES



Motivation

“It is the stimulation of any emotion or desire operating upon one’s will and promoting or driving it to action.”

Lillis

There are a few techniques which helps the managers to apply the concept of Motivation , these techniques are called as “Motivational Techniques”.

A few of these techniques are :

- i. Management by objectives**
- ii. Job satisfaction**
- iii. Job enlargement**
- iv. Job rotation**
- v. Job enrichment**



i. Management by objectives

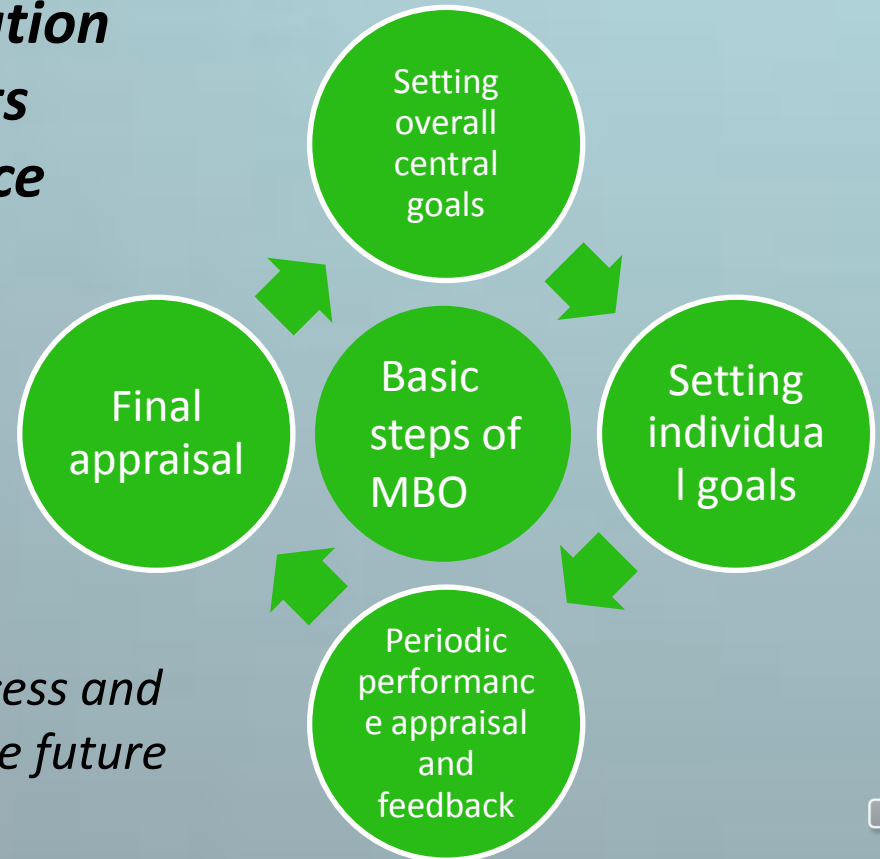
Management by Objectives (MBO) is management philosophy which was first propounded by Peter F. Drucker in the year 1954, in his book “Practice of Management”. Management by objectives is a planning and controlling system, in which the superior and subordinates work together in order to define business objectives.

MBO is also known as goal management .



Elements in the MBO Process

- **Central goal setting**
- **Departmental and individual goal setting**
- **Revision of job descriptions**
- **Matching goals and resource allocation**
- **Freedom of implementation**
- **Establishing check points**
- **Appraisal of performance**
- **Counseling**



MBO is basically a future oriented process and motivates employees to think about the future in terms of “Where they are going.”



Advantages of MBO

- Improved performance*
- Greater sense of identification*
- Maximum utilization of human resources*
- No role ambiguity*
- Improved communication*
- Improved organizational structure*
- Device of organizational control*
- Career development of employees*
- Result based performance evaluation*
- Stimulating the motivation of employees*



Limitations of MBO

- Lack of support to top management*
- Resentful attitude of subordinates*
- Difficulty in quantifying the goals and objectives*
- Costly and time consuming process*
- Emphasis on short term goals*
- Lack of adequate skills and training*
- Poor integration*
- Lack of follow up*
- Difficulty in achievement of group goals*
- Inflexibility*
- Limited application*
- Long gestation period*



Suggestions for Effective Implementation of MBO

- ***Top management support and commitment***
- ***Clear goal setting***
- ***Participative goal setting***
- ***Overall philosophy of management***
- ***Decentralization of authority***
- ***Revision and modification goals***
- ***Orientation and training of executives***
- ***Integration of MBO program***



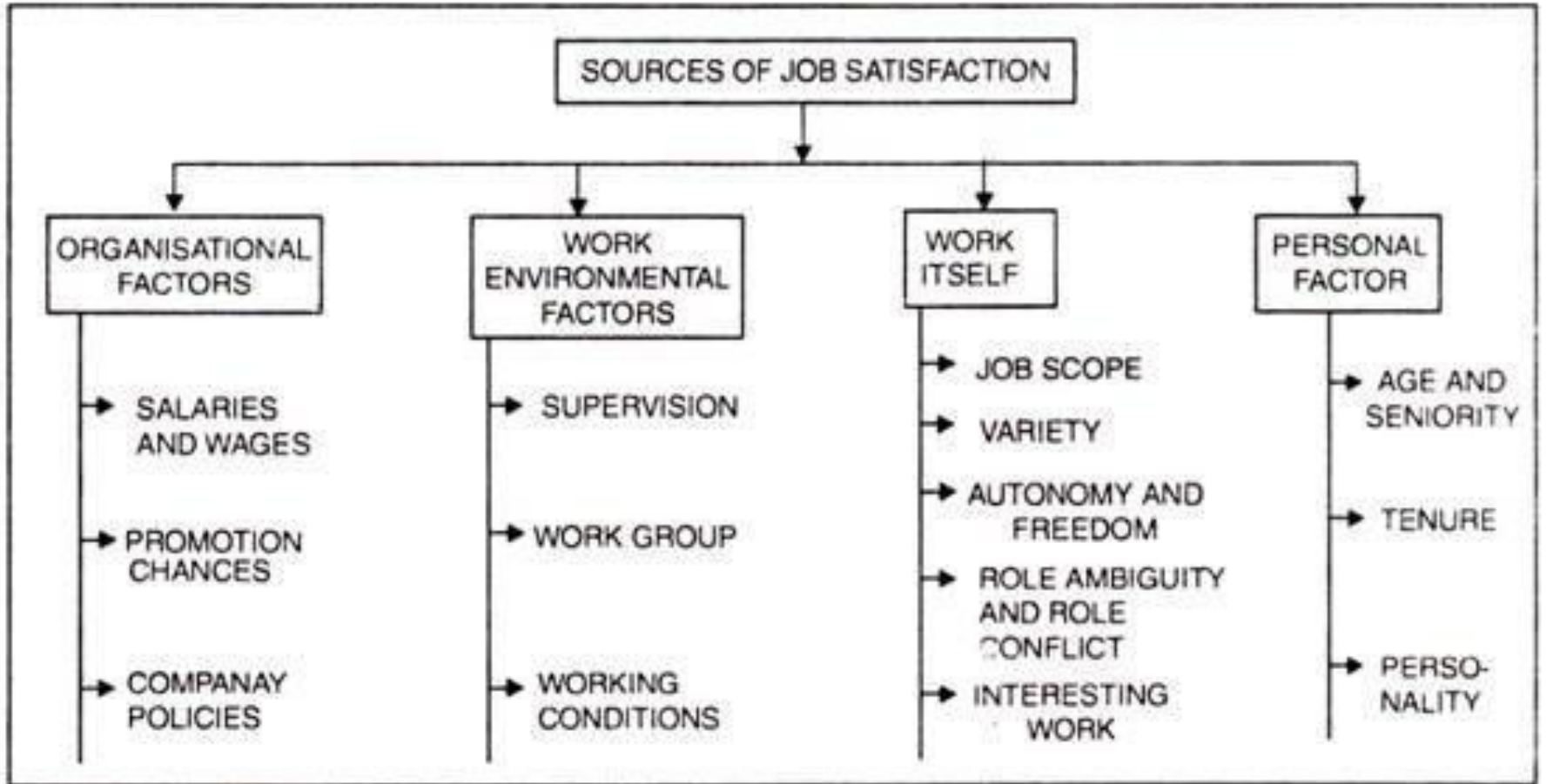
ii Job satisfaction

job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job highly.

Important dimensions to job satisfaction:

- a. Job satisfaction cannot be seen, it can only be inferred. It relates to one's feelings towards one's job.
- b. Job satisfaction is often determined by how well outcomes meet the expectations or exceed the expectations.
- c. Job satisfaction and job attitudes are typically used inter

Factors influencing Job satisfaction



A. Organizational factors

1. Salaries and Wages :

- Money fulfills one's needs
 - Reflects the level of management's concern
 - Symbol of achievement
 - Motivates employees
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2. Promotion chances:

- Helps in boosting employee's morale
- Reflects achievement in career of employees
- Higher salary & more challenging work assignments
- Increased responsibilities & status

3. Company policies

- Governs the human behavior
- Generate positive or negative feelings



B. Work environmental factors

1. Supervision:

- Employee Centeredness
- Participation

2. Work Group:

- Friendly & cooperative groups of employees
- Employee's attitude and values
- Size of groups

3. Working Conditions:

- Level of comfort
- Cleanliness and adequacy of work environment
- Degree of security

The background of the slide features a soft-focus green bokeh effect. At the top, there are several bright green leaves with visible veins. At the bottom, there is a strip of sharp, vibrant green grass. The overall color palette is various shades of green, creating a natural and fresh atmosphere.

C. Work Itself:

1. Job scope
2. Variety
3. Lack of autonomy and freedom
4. Role ambiguity and role conflict
5. Interesting work

D. Personal Factors:

1. Age and seniority
2. Tenure of employment
3. Personality of employees

➤ Consequences of job satisfaction

- ✓ It increases efficiency and effectiveness at work.
- ✓ It **helps to reduce employee's absenteeism.**
- ✓ It **promotes harmonious employee's relation.**
- ✓ It **enhances organization's productivity and employee's satisfaction.**
- ✓ It **helps to decrease employee's turnover.**
- ✓ It helps to improve the image of the organization

➤ Job dissatisfaction



Job dissatisfaction is when an employee does not feel content in their job. This can be due to various professional and personal reasons such as lack of advancement, poor management, limited work-life balance, and more.

Causes of job dissatisfaction:

- a. Low pay or promotion
- b. Monotonous and boring work
- c. Feeling of inequality
- d. Unfavorable working environment
- e. Employee's personal attributes



Expression of job dissatisfaction:

1.Exit: Employees may leave an organization or transfer to a different department to get away from their unhappy situation.

2.Voice: Employees can speak up about their negative experience to management and provide recommendations on improving. This is considered the most constructive approach to job dissatisfaction.

3.Loyalty: Those who respond with loyalty will not take any action. They will simply stay at their job with the hope that changes will one day be made.

4.Neglect: Workers who respond with neglect perform their job duties poorly rather than actively seeking to improve their situation.