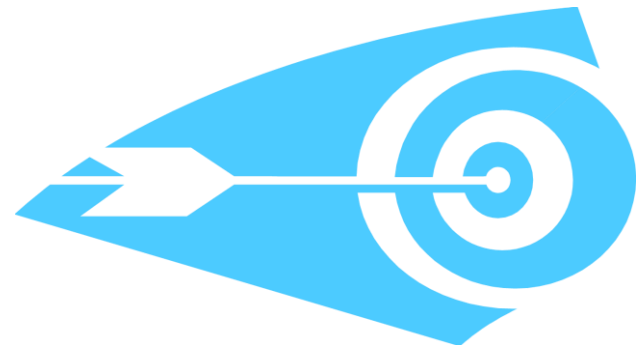


MOTIVATION

- Motivation is defined as a driving force that influences individual behavior's direction as well as individual's level of effort and persistency towards the achievement of goals.



Components of MOTIVATION

- **The direction or goal of behavior**
- **The level of effort that is demonstrated**
- **Individual's commitment to the goals**

The Motivation Profile-1

Motivating factor	The high-needs individual interesting and useful	Motivating factor
Interest need	to feel that work is intrinsically motivated	will do work regardless of intrinsic interest or utility
Achievement need	to set self-challenging goals; unhappy if nothing to achieve; requires constant stimulation	no motivation for achievement; not being bothered by higher expectations
Recognition need	constant recognition and appreciation; can inhibit effectiveness	indifferent to other people's views about them; possibly insensitive to others
Self-development need	to grow and develop; assesses work in terms of its contribution to personal growth	does what is required; does not assess in terms of contribution to personal development
Variety and change need	constant variety, change and stimulation; high level of arousal and vigilance	happy to tolerate the mundane and boring
Creativity need	explorative and open-minded; curious and thinks divergently	little need for creative thinking, lacks curiosity; can be closed minded

The Motivation Profile-2

Power and influence need <i>↳ istekinde sarallikla sarafimi haklar, sarafimdan zerre olmur</i>	strong impulse to influence others, competitive power drive dominates personality	no wish to attempt to exercise influence over others
Social contact need	right social contact with a wide range of people	feels no compelling need for company but is able to work with others if necessary
Money and tangible rewards need	high salary and tangible rewards; concentrates on monetary rewards	spends little energy thinking about reward; indifferent to money as a motivator
Structure need <i>↳ kuraldan oldugu yerde kalisizlikte soxtur. insimla bura barmaklar. kuraldan sinirliyer oldugundan bir surprizle qasqasma. 2570. 0220lar bura sinir bozucu bulubilir.</i>	rules and structure, feedback and information; wants procedures	finds rules and structures restrictive; wants freedom; feels no need for compliance
Relationship need	to form and sustain stable long-term relationships with a small number of people	feels no need to maintain intimate relationships; is able to work with people if necessary
Physical conditions need	good working conditions; constantly complains if not physically comfortable	largely indifferent to physical surroundings

RESEARCH FINDINGS ABOUT WHAT WORKERS WANT (IN RANK ORDER)

- INTERESTING WORK
- FULL APPRECIATION OF WORK DONE
- FEELING OF BEING ON THINGS
- JOB SECURITY
- GOOD WAGES
- PROMOTION AND GROWTH IN ORGANIZATION
- GOOD WORKING CONDITIONS
- PERSONAL LOYALTY TO EMPLOYEES/PEERS
- TACTFUL DISCIPLINE
- SYMPATHETIC HELP WITH PERSONAL PROBLEMS

Examples of Needs-1

■ ***Need for Achievement***

- Doing better than competitors
- Attaining or surpassing a difficult goal
- Solving a complex problem
- Carrying out a challenging assignment successfully
- Developing a better way to do something

■ ***Need for Power***

- Influencing people to change their attitudes or behavior
- Controlling people and activities
- Being in a position of authority over others
- Gaining control over information and resources
- Defeating an opponent or enemy

■ ***Need for Affiliation***

- Being liked by many people
- Being accepted as part of a group or team
- Working with people who are friendly and cooperative
- Maintaining harmonious relationships and avoiding conflict
- Participating in pleasant social activities

Examples of Needs-2

■ ***Need for Security***

- Having a secure job
- Being protected against loss of income or economic disaster
- Having protection against illness and disability
- Being protected against physical harm or hazardous conditions
- Avoiding tasks or decisions with a risk of failure and blame

■ ***Need for Status***

- Having the right car and wearing the right clothes
- Working for the right company in the right job
- Having a degree from a prestigious university
- Living in the right neighborhood and belonging to the country club
- Having executive privileges

MOTIVATION

5-ödəv üçün optimaldır.
-ihtiyac temel: teorilerdir.
-insan motivasyonu ihtiyac teminine dayanır.

→ optimaldır!
-insan davranış ve psikolojisini
içererek motivasyonu açıklar
-Davranışın nasıl bağlatıldığını açıklar ve sonuç edilebilir.
aşağıdır.

• CONTENT THEORIES

- ilk örneği
sadece iş için
employee
herkes
diğer
işyeri
sistem
gösterir
- MASLOW'S NEED HIERARCHY
- HERZBERG'S TWO-FACTOR THEORY
 - a) DISSATISFIERS OR HYGIENE FACTORS
 - b) SATISFIERS AND MOTIVATORS
- ALDERFER'S ERG THEORY
- MC CLELLAND'S ACQUIRED NEEDS THEORY

• PROCESS THEORIES

- VROOM'S EXPECTANCY THEORY OF MOTIVATION
- THE LAWLER-PORTER MODEL
- EQUITY THEORY OF WORK MOTIVATION

MASLOW'S PYRAMID OF NEEDS HIERARCHY

insanları genellemesi nedeniyle eleştirilen bir teoridir. insanlar için bu sıralama farklı olabilir.



HERZBERG'S TWO FACTOR THEORY

employeeeler için geliştirilen ilk teori. önce elemanı hayatta tut sonra motive et gibi bir düşüncesi var. hygiene i sağlayamadan motivatorlara odaklanmak gereksizdir..

- Hygiene Factors

- Salary
- Frindge benefits
- Work environment
- Supervisory style
- Policies and procedures

maslowun hiyerarşisinde ilk 3 bölüm

- Motivators

- Responsibility
- Achievement
- Recognition
- Characteristics of the job
- Advancement/growth

maslowun hiyerarşisinde son 2 bölüm

ALDERFER'S ERG THEORY

- Existence need survival kind of need, security and fizyolojik needs
- Relatedness need
- Growth need

MC CLELLAND NEED THEORY

bu ihtiyaçların sırası kişiden kişiye değişir.

- Power need it is about otorite,
- Human relations need social activity need, they look for friendship or teamwork
- Achievement need

MOTIVATION THEORIES-2

- *II) PROCESS THEORIES*
 - VROOM'S EXPECTANCY THEORY
 - LAWLER-PORTER'S MODEL
 - ADAMS'S EQUITY THEORY

VROOM'S EXPECTANCY THEORY

- MOTIVATION = EXPECTANCY x VALENCE x INSTRUMENTALITY

believe about achieving
Smith

↓
"Çok"
O iş veya işin karşılığı
Senin için önemli
mi

↓
metod, bu işi başarmak için

eğer işi yapacağına inancın varsa, işi başarmak senin için önemliyse ve metodların inanılır açık ve uygulanabilirse, ne yapacağını biliyorsan iş için motivesindir

VROOM'S EXPECTANCY THEORY

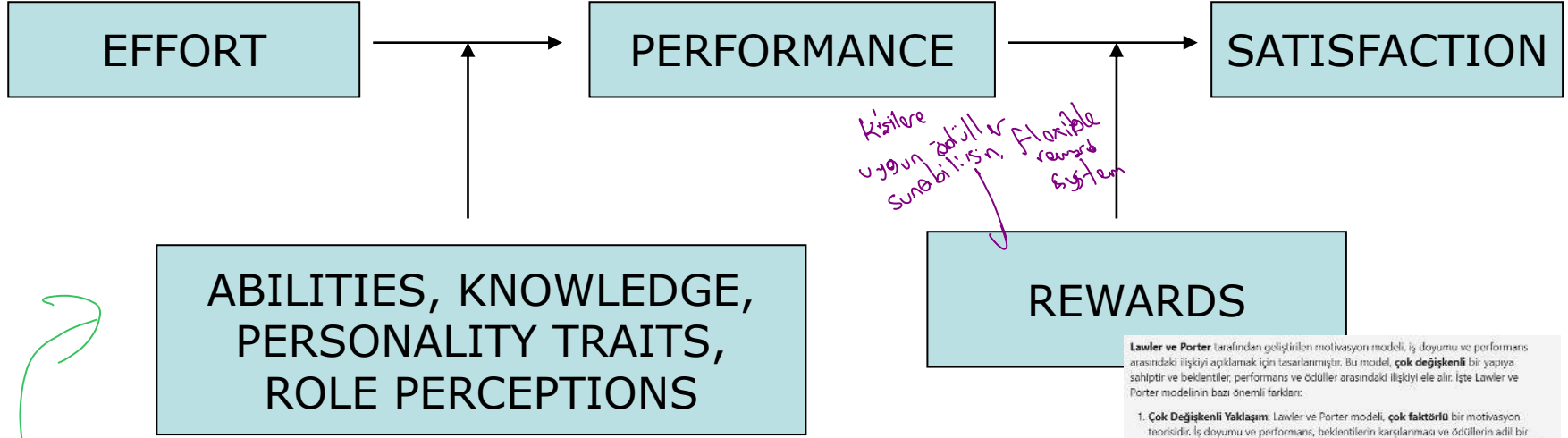
- **Expectancy:** The probability or belief that the individual will be able to get the desired outcome (target, objective or reward).
- **Valence:** The value or importance that the individual gives to the desired outcome.
- **Instrumentality:** The probability that achieving task performance will provide work outcomes.

VROOM'S EXPECTANCY THEORY

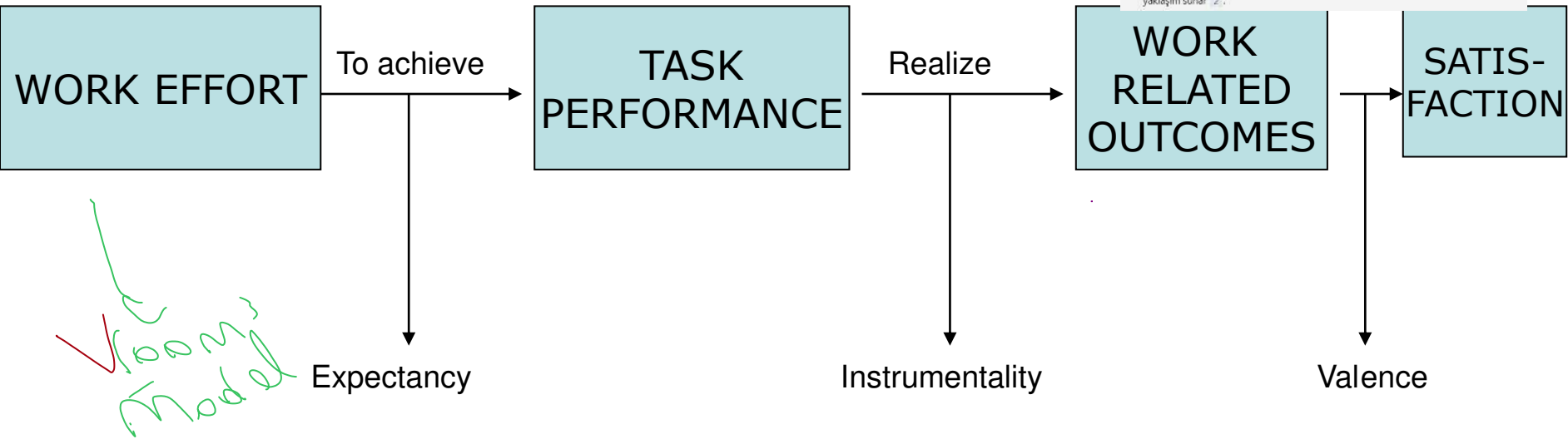
(Example)

- I can get promoted in this company based on my past successful performance profile. I think my company will recognize my achievement.
(*expectancy*.....)
- The promotion is very important for me because I have put so much effort for years.
(*valance*.....)
- If I sustain my high performance and achieve the performance objectives, I can be promoted.
(*insturmentality*.....)

ÖRNEĞİN HANGİSİ DIFFERENT FROM OTHERS ACCORDING TO LAWLER
PORTER DİYE SORABİLİRİM DİDİ



LAWLER-PORTER MODELİ



Lawler ve Porter tarafından geliştirilen motivasyon modeli, iş doyumu ve performans arasındaki ilişkiyi açıklamak için tasarlanmıştır. Bu model, **çok değişkenli** bir yapıya sahiptir ve beklentiler, performans ve ödüller arasındaki ilişkiyi ele alır. İşte Lawler ve Porter modelinin bazı önemli farkları:

- Çok Değişkenli Yaklaşım:** Lawler ve Porter modeli, **çok faktörlü** bir motivasyon teorisidir. İş doyumu ve performans, beklentilerin karşılanması ve ödüllerin adli bir şekilde değerlendirilmesi gibi birçok faktörün etkileşimini içerir. Bu, modeli diğer basit neden-sonuç ilişkisi teorilerinden ayırır (1).
- Ödüllerin Değerlendirilmesi:** Model, ödüllerin sadece miktarını değil, aynı zamanda **değerini** de vurgular. İnsanlar, performanslarına karşılık gelen ödüllerin kendileri için çekici olup olmadığını değerlendirirler. Adaletli ödüllerin sağlanması, iş doyumunu artırır (2).
- İçsel ve Dışsal Ödüller:** Lawler ve Porter, içsel ve dışsal ödüllerin iş doyumunu etkilediğini savunur. İçsel ödüller, kişisel tatmin ve başarı duygusu gibi içsel faktörleri içerirken, dışsal ödüller maddi ödüller ve tanınma gibi dışsal faktörleri kapsar (3).
- Performans ve Rol Algısı:** Model, performansın beklentilere, yeteneklere ve rol algısına bağlı olduğunu vurgular. İşleri yapan insanlar, iş için tanımladıkları rolü doğru algıladıklarında iyi performans gösterebilirler (4).
- Uygulanabilirlik:** Lawler ve Porter modeli, uygulayıcılar tarafından da kullanılabilir. Bu, organizasyonlarda iş doyumu ve motivasyon yönetimi için daha kapsamlı bir yaklaşım sunar (5).

ADAM'S EQUITY THEORY

Individual outcomes
targets achieves
(ends, rewards)

Others' outcomes

Individual inputs
(effort, contribution)
performance

Others' inputs



*bu oranda
b. eşitsizlik
görürsen
adaletsiz b. ortamda
galıyorsun demektir.*

ADAM'S EQUITY THEORY

To restore a sense of equity, such behavior patterns may appear:

- Employee changes the work inputs.
- Employee changes the comparison point.
- Employee attempts to bother the comparison person by forcing him to work harder to deserve the reward.
- Employee acts in a fatalistic manner.
- Employee quits the job.
- Employee stays in the company to take his revenge and to bother the management.

INCENTIVES IN MOTIVATION

I. ECONOMIC INCENTIVES

1. RAISE IN SALARY

2. BONUS (PREMIUM) →

3. PROFIT SHARE

Sadece Primle
içdillendirmez motivasyonu
bir süre sonra azalabilir.

II.PSYCHO-SOCIAL INCENTIVES

→ Sorumluluk vermek, bazı konularda kendi kararların. Öte sormadan almalarına izin vermek demektir.
→ Herkesi motive etmez. Yani mesura al bu işi kimseye sormadan kendin yap dedirir comden olur mesala.

1.WORK AUTONOMY

2.RAISING STATUS AND POSITION

3.ADVANCEMENT AND ACHIEVEMENT

4.PROCESS OR WORK CONSULTANCY

5.SOCIAL ACTIVITIES

III.ORGANIZATIONAL AND MANAGERIAL INCENTIVES

- 1.DELEGATION OF AUTHORITY
- 2.TRAINING
- 3.PARTICIPATION IN DECISION MAKING
- 4.EFFECTIVE COMMUNICATION
- 5.JOB ENLARGEMENT
- 6.JOB ENRICHMENT
- 7.WORK OR PROJECT TEAMS
- 8.JOB ROTATIONS

JOB ENLARGEMENT AND JOB ENRICHMENT

- **JOB ENLARGEMENT:** A series of tasks are combined and several task responsibilities are assigned to an individual to make his job more competitive and more interesting. In a way, the job is designed to increase the number of tasks the person is responsible for.
- **JOB ENRICHMENT:** It's a type of job design that enhances the person's responsibility, autonomy, recognition, growth, achievement and praise to motivate his performance. The job is qualified.

— Terfi — dursunu, görevleri, title i daha fazla sorumlulukları dahil

MANAGERS ARE RECOMMENDED:

- To determine what employees need and which rewards they value.
- To set clear performance goals and share them with employees.
- To provide effective feedback to employee performance.
- To link successful performance to valued rewards.