

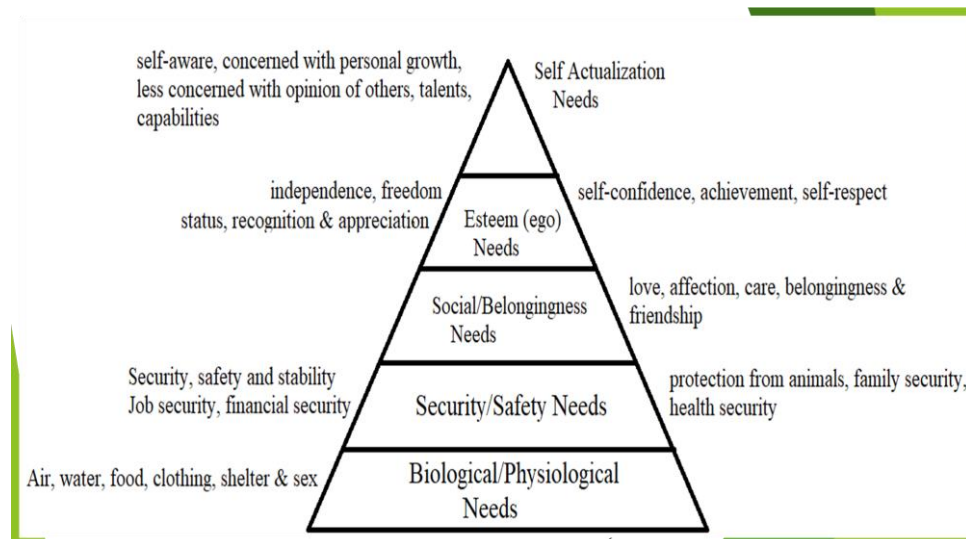
Unit-05

Motivation and Team Building

Theories of Motivation

Behavior Science Theory (Maslow's Needs Hierarchy Theory)

- Most popular theory of motivation in the management literature.
- It is based on human needs comprising a five-tier model depicted as hierarchical levels with a pyramid.
- The needs lower down in the hierarchy must be satisfied before individuals can attend to the needs higher up.
- Maslow believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need emerges.
- There are five different levels of Maslow's hierarchy of needs.



Herzberg's Theory of Motivation

- Fredrick Herzberg developed a “two-factor theory” of motivation, so this theory is also called dual factor theory of motivation.
- He conducted a widely reported motivational study on about 200 accountants and engineers employed around Pittsburgh, Pennsylvania, USA.
- While researching, professional respondents were asked 2 questions:
 - When did you feel particularly good about your job?
 - When did you feel exceptionally bad about your job?
- After tabulating these responses, Herzberg labelled job satisfiers as motivators and he called the dissatisfiers as hygiene factors.
- Hygiene Factors: negative feelings, don't help to improve motivation, they are external to job, zero-level motivation, never satisfied & gives priority towards money.

- Motivators: associate with positive feelings, related with content of job, they are inside the job, encourage individuals to superior performance.

Contributions of Behavioral Theory

- Identification and recognition of the role of human elements in organization.
- Emphasis on the role of non-financial rewards for employee motivation.
- Provides base for organizational behavior which is very important for management success.
- Importance to self-direction of subordinates.

Limitations of Behavioral Science Theory

- Over emphasizes behavioral aspect. Neglects the economic dimension of job satisfaction.
- Doesn't consider the situational variables.
- Not applicable universally to all organizations.

Employee Engagement

- Employee engagement is an ongoing process, and organizations can run various exciting initiatives.
- It is a concept to understand the nature of the relationship between the organization and the employee.
- It is purely based on trust, honesty, communication and commitment between the company and the employee. Proper engagement makes the employee feel connected to the organization.
- An engaged employee comes with a positive attitude towards the organization and increases the value of the organization.

Importance of Employee Engagement

- Engaged employees will stay with the company, be an advocate of the company and its products and services and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- They form an emotional connection with the company. This impacts their attitudes towards the company's clients and thereby improves customer satisfaction and service levels.
- Provides a high energy working culture and employee productivity
- It builds passion and commitment with the organization's strategies and goals.
- Increases employees' trust in the organization.

Types of Employee Engagement

❖ **Engaged Employees**

- Those who work with full passion and are engaged emotionally attached to the organization.
- They are innovative and provides new ideas and consistent performance

❖ **Not Engaged Employees**

- Such employees do put in their time, but not passion, energy and efforts into their work.
- These employees can hold either a negative or positive attitude towards the organization.

❖ **Actively Disengaged Employees**

- Actively disengaged employees are individuals who exhibit a high level of dissatisfaction and disconnection from their work and the organization.
- These employees not only lack motivation and enthusiasm, but they may also actively undermine the workplace environment.

Employee Empowerment

- Empowerment is the process of granting of the power, right, or authority to perform various acts or duties.
- Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities.
- Empowered employees are more engaged, work harder and become more loyal to the company
- It involves 4 elements: Information, Knowledge, Power and Reward

Techniques of Employee Empowerment

- Involvement in policy making
- Delegation
- Job rotation, Job enlargement i.e. increased responsibility and Job enrichment i.e. increased variety or make more challenging
- Employee Skill Development
- Provide guidance and support
- Performance recognition and reward

Benefits of Employee Empowerment

- Reduced employee turnover
- Improve productivity and reduce cost

- Better customer service
- Embracing the change
- Resilience: Employee must feel that management at all levels make decisions with their concerns in mind
- Decision making authority
- Improved creativity and Innovation

Employee Autonomy/Empowerment

- It refers to the degree of independence and decision-making authority given to employees with their job roles.
- It is the extent to which employees are empowered to make choices, set goals and take actions without constant supervision or superiors.
- Autonomy can create the positive impacts.

Virtual teams

- A virtual team is a group of workers who communicate and work together using digital tools.
- A virtual team is also known as a distributed team or remote team, is a group of individuals who collaborate and work together on projects or tasks b using digital accessories.
- Traditional teams are like to work in the same physical location, virtual teams utilize technology and digital communication tools to connect and accomplish their objectives.
- Virtual teams are often distributed, working remotely in different parts of the city ,state or country, even on the other side of the world.
- Tools used by virtual teams to collaborate are: Microsoft 365, google drive, slack, asana, etc.
- Features: Geographical dispersion, communication technology, diverse expertise, collaborative projects

Advantages/Disadvantages of Virtual Teams

Advantages	Disadvantages
Increased Productivity	Reduced Team Collaboration
No Unnecessary Meetings	Social Isolation
Healthy Work-Life Balance	Hidden Technological Costs
Improved Employee Retention Rates	Potential Security Risks

Remote work vs Virtual Teams

- Remote work refers to a work arrangement in which employees are not physically present in a office or workplace setting.
- They have the flexibility to work from a location of their choice like home, co-working space or coffee shop.
- Remote work allows individuals to perform their job duties and responsibilities without being bound by geographical limitations.
- In summary, remote work is a work arrangement that allows individuals to work from anywhere, while a virtual team refers to a group of individuals collaborating on a shared objectives, regardless of their physical location. Remote work can be a part of virtual team.

Team Building Strategies

- Establish clear goals and roles
- Encourage open communication
- Foster trust and respect
- Promote collaboration
- Provide professional development
- Celebrate achievements
- Facilitate conflict resolution
- Foster a healthy work-life balance
- Lead by example

Performance Management

- Performance management refers to the process of setting goals, monitoring progress, evaluating performance, providing feedback and making necessary adjustments to improve individual, team and organizational performance.
- It is a systematic and ongoing approach that aims to align individual and team goals with the overall objectives of an organization and ensure that employees are working towards achieving desired outcomes.
- Performance management aims at building a high-performance culture for both the individuals and the teams so that they jointly take the responsibility of improving the business processes on a continuous basis.

Key Components of Performance Management

- Goal setting
- Monitoring progress
- Performance Evaluation
- Feedback and coaching
- Performance Discussion
- Development and Training

→ Rewards and recognition

Objectives of Performance Management

- To enable the employees towards achieve superior standards of work performance.
- To help the employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.
- Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- Creating a basis for several administrative decisions strategic planning, succession planning, promotions and performance-based payment.
- Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills.