Essentials of Management
Motivation

Motivation : Leading

Motive and Motivation

- **Motive:** Defined as an inner state that energies, activates or moves and directs behavior towards goals

- **Motivation:** The drive and effort to satisfy a want or a goal.

- **Satisfaction:** The contentment experienced when a want is satisfied

The hierarchy needs theory

Hierarchy of Needs Theory

- There is a hierarchy of five needs—physiological, safety, social, esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

Self-Actualization

- The drive to become what one is capable of becoming.

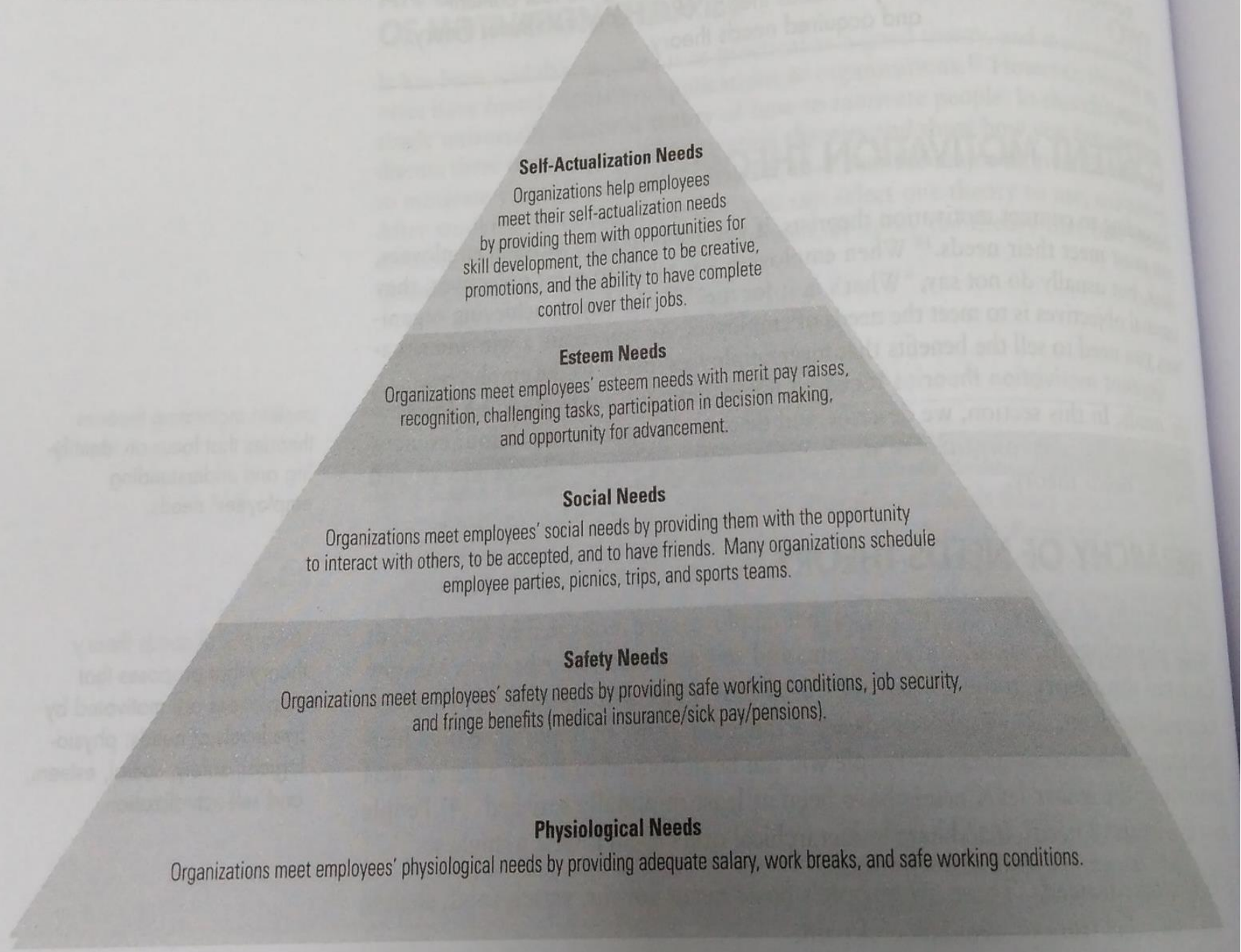# The hierarchy needs theory

Lower-Order Needs

- Needs that are satisfied externally; physiological and safety needs.

Higher order needs

- Needs that are satisfied internally; social, esteem, and self-actualization needs.

Self-Actualization Needs

Organizations help employees meet their self-actualization needs by providing them with opportunities for skill development, the chance to be creative, promotions, and the ability to have complete control over their jobs.

Esteem Needs

Organizations meet employees' esteem needs with merit pay raises, recognition, challenging tasks, participation in decision making, and opportunity for advancement.

Social Needs

Organizations meet employees' social needs by providing them with the opportunity to interact with others, to be accepted, and to have friends. Many organizations schedule employee parties, picnics, trips, and sports teams.
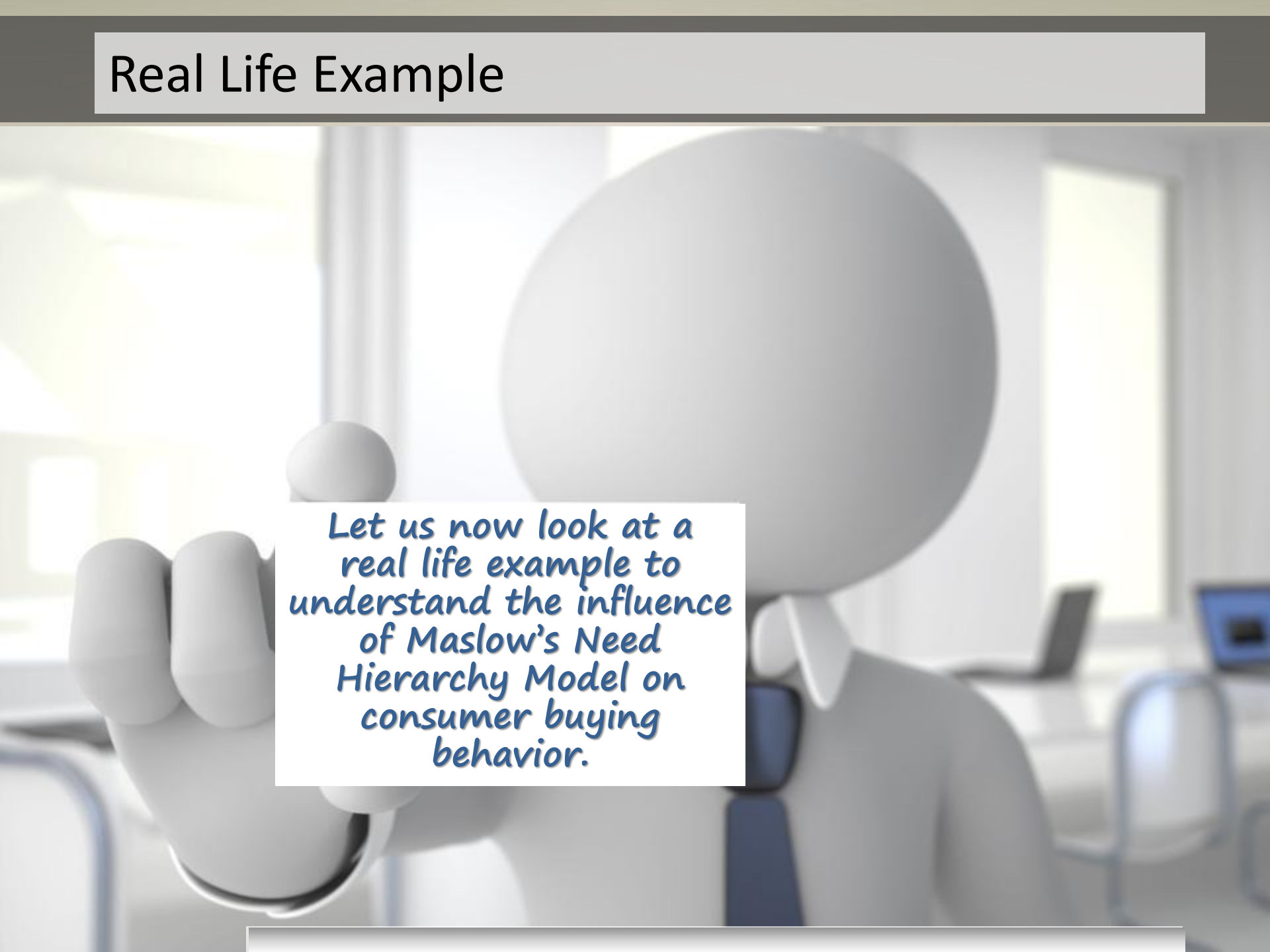
Safety Needs

Organizations meet employees' safety needs by providing safe working conditions, job security, and fringe benefits (medical insurance/sick pay/pensions).

Physiological Needs

Organizations meet employees' physiological needs by providing adequate salary, work breaks, and safe working conditions.

Let us now look at a real life example to understand the influence of Maslow's Need Hierarchy Model on consumer buying behavior.

Real Life Example

- ▶ Li Min is a working executive.

- ▶ She is a smart and independent woman.

- ▶ She earns her livelihood and makes all her buying decisions herself.

Real Life Example

▶ Let us try and offer a range of products to Li Min.

▶ Let us assume here that Li Min does not currently possess any of the offered items and that she has a need for buying these items.

▶ Now, let us see what she chooses first and why.

Real Life Example

▶ The following products are offered to Li Min:

▶ Food Items such as :

✦ Noodles,

✦ Milk,

✦ Soya sauce etc.

Real Life Example

▶ Security Systems such as:

- ★ Safety locks,
- ★ Electronic alarm systems,
- ★ Health and life insurance etc.

Real Life Example

- Cosmetics such as:

    - Lipstick,

    - Rouge,

    - Mascara etc.

- Clothes such as:

    - Blazer,

    - Shirts,

    - Skirt etc.

Real Life Example

▶ Now, remember that we have assumed that Li Min does not possess any of the above items and she has a need and requirement of buying all of the above items.

▶ Which of the offered products do you think Li Min would buy first? Why?

▶ Yes, she would buy any product from the list of food items offered to her. Let us try to understand why.

▶ After carefully considering all the offered options, Li Min would definitely decide to buy food items first, as that is a basic need.
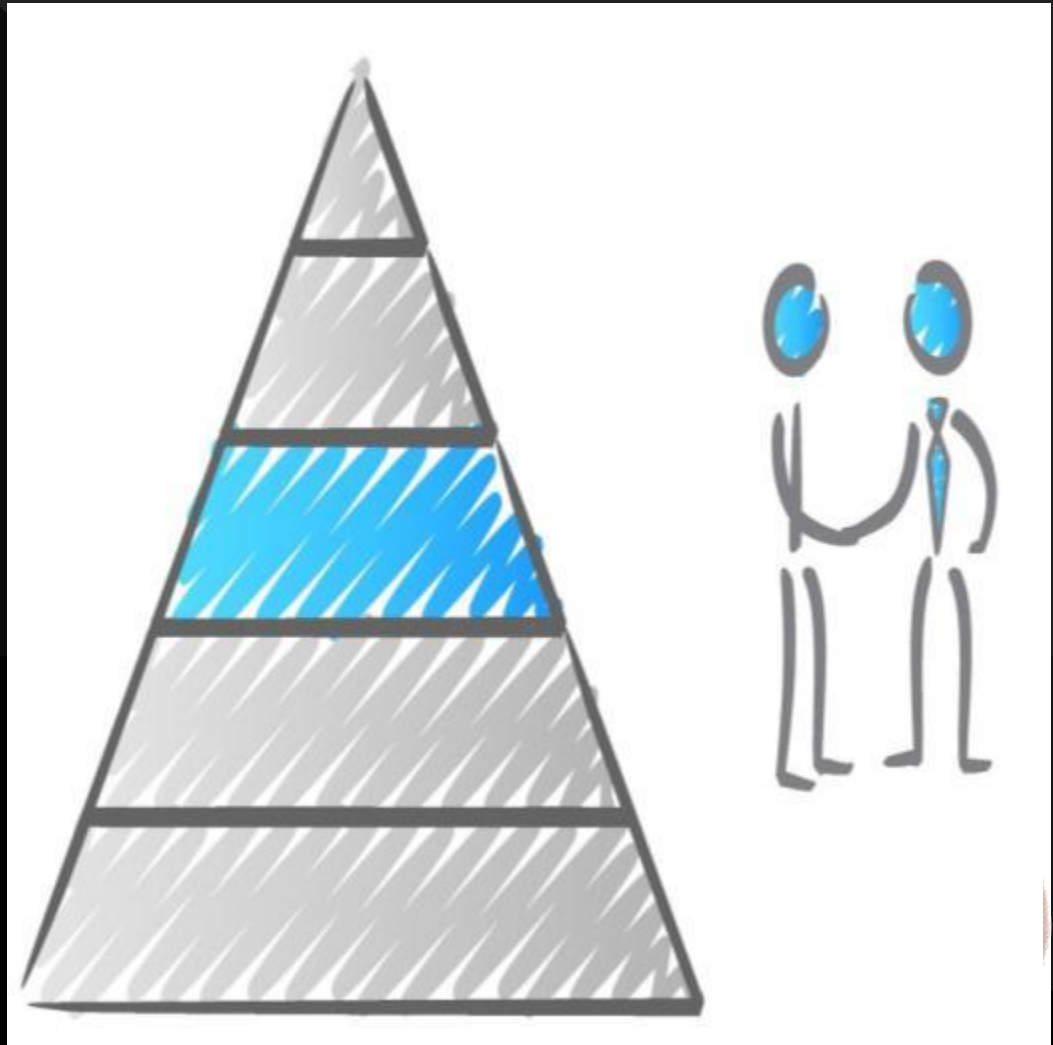
Real Life Example

▶ As per the Need Hierarchy Model proposed by Abraham Maslow also known as Maslow's Need Hierarchy Model, every human being fulfils his or her needs in a certain order of hierarchy.

▶ Hence, as per this model, the hierarchical order in which humans tend to fulfil their needs are as follows.

Self-Actualization

Esteem needs

Belongingness and love needs

Safety needs

Physiological needs

Real Life Example

- **Physiological Needs:** Needs for most basic necessities for life - water, sleep, food, shelter, etc.

- **Safety Needs:** Need for stability and consistency - family and financial security, etc.

- **Social Needs:** Need for love and belonging – friendship, offspring, love, social anxieties, etc.
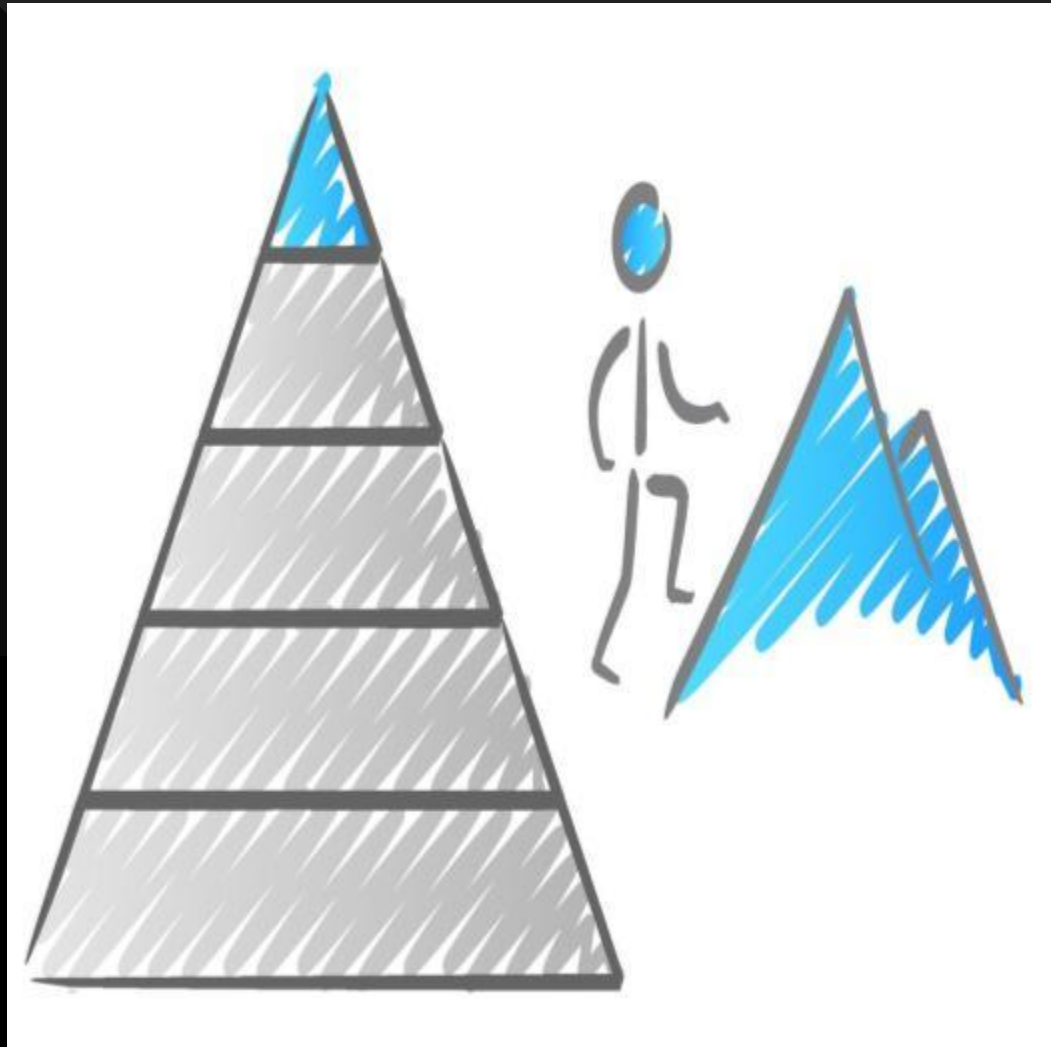
Real Life Example

▶ **Esteem Needs:** These are of two types: **Lower form needs -** respect, status, recognition, etc. **Higher form needs -** self-respect, confidence, freedom, etc.

▶ **Self Actualization:** The desire to become more than you are and all that you can - maximize potential, seek knowledge, self-fulfillment, oneness with God,

Real Life Example

▶ Individuals move from lower level need to a higher level sequentially.

▶ Li Min would first fulfil her basic physiological need of buying food items, then move onto buying items that offer safety and security such as clothes, safety locks.

▶ Finally she would buy items that are higher in the need hierarchy model such cosmetics

Real Life Example

▶ Hence, one of the key factors that influence buying behavior of consumers is the 'Maslow's Need Hierarchy'.

▶ So, it is important that when a company decides to offer a product or service to its consumers, it should carefully consider the 'need level' of the consumer that it aims to satisfy

Theory – X and Theory – Y

Theory X (Traditional Belief)

- Assumes that employees dislike work, lack ambition, avoid responsibility, and must be directed and coerced to perform.

Theory Y (Belief based on research)

- Assumes that employees like work, seek responsibility, are capable of making decisions, and exercise self-direction and self-control when committed to a goal.

Theory – X and Theory – Y

Theory X Managers and Theory X Workers

- Leadership has to be firmly, even cruelly and autocratic with tight supervision.

- Workers tend to slack off work at every opportunity.

Theory Y Managers and Theory Y Workers

- No need for Managers to motivate people. Managers of today build and maintain a healthy 'Y' work environment.

- Workers consult with each other about his work ideas, preferences, methods and progress.

Herzberg 2 factor theory

Two-Factor (Motivation-Hygiene) Theory

- Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

Hygiene Factors

- Factors—such as company policy and administration, supervision, and salary—that, when adequate in a job, placate workers. When factors are adequate, people will not be dissatisfied.

Hygiene Factors
- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

When in place, these factors result in...

- General Satisfaction
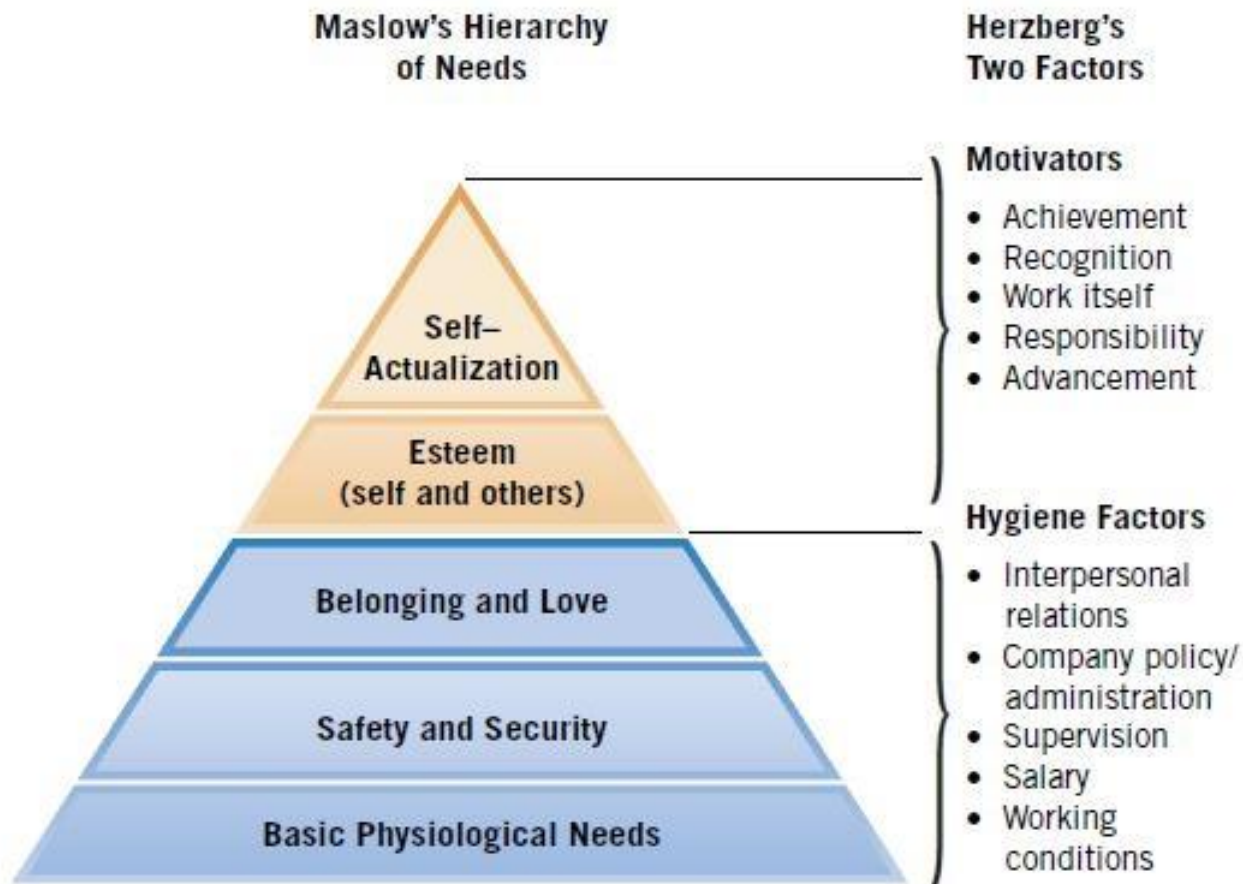- Prevention of Dissatisfaction

Motivator Factors
- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

When in place, these factors result in...

- High Motivation
- High Satisfaction
- Strong Commitment

Comparison Maslow vs. Herzberg

Maslow's Hierarchy of Needs

Herzberg's Two Factors

Motivators
- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement

Self-Actualization

Esteem (self and others)

Hygiene Factors
- Interpersonal relations
- Company policy/administration
- Supervision
- Salary
- Working conditions

Belonging and Love

Safety and Security

Basic Physiological Needs

Motivational Techniques (Positive)

- Praise the workers and give them due credit for all good work .

- Take sincere interest in subordinates as individual persons.

- Promote healthy competition among the individual employees.

- Find ways to develop and utilize the appeal of pride in or about the workplace.

- Delegate substantial amount of responsibility to the subordinates.

- Fix fair wages and monetary individual or group incentives for employees.

- Formulate a suitable suggestion system.

- Provide opportunities for growth and promotion.

Motivational Techniques (Negative)

- Reprimanding the employees

- Demotion

- Lay-offs

- Discharge

- The proper proportioning of positive and negative techniques is the mark of a skillful manager.

Special Motivational techniques

- **Money:** Economists and most managers have tended to place money high on the scale of motivators, but behavioral scientists place it low
- **Positive reinforcement**
- **Job enrichment**
- **Participation**

THANK YOU

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- Students Reaction Link
- https://forms.office.com/r/kLTRmEhtqc