

# Motivation



- Motivation is the processes that account for an individual's intensity, direction, and persistence of efforts towards attaining a goal

**Stephen P. Robbins**

- Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive.

**Fred Luthans**

- Motivation is something that moves the person to action, and continues him in the course of action already initiated.

**Robert Dubin.**

# IMPORTANCE OF MOTIVATION



Source : MSG, 2015

# THEORIES OF MOTIVATION

- I. CONTENT THEORIES
- II. PROCESS THEORIES



# Content Theories

## 1. Maslow's need hierarchy theory

- Introduced by Abraham Maslow.
- Human needs are arranged in a hierarchical order.



# Maslow's Hierarchy of Needs Theory

## Higher-order needs

**Self-actualization:** Highest need level; need to fulfill one's self--to grow and use abilities to fullest and most creative.

**Esteem:** Need for esteem of others--respect, prestige, recognition; need for self-esteem,; personal sense of competence, mastery

## Lower-order needs

**Social:** Need for love, affection, sense of belonging in one's relationships with other people.

**Safety:** Need for security, protection, and stability in physical and interpersonal events of day-to-day life.

**Physiological:** Most basic of all human needs; need for biological maintenance--for food, water, sex and so on.

## 2. Herzberg's two factor theory / Motivational – hygiene theory

➤ Fredrick herzberg

a) Hygiene factors / Maintenance factors/ Extrinsic factors

The presence do not motivate

E.g: Salary, job security, working conditions, status, supervision, inter- personal relationships.

Only prevent dissatisfaction

Do not produce motivation but prevent negative results.



## b) Motivational factors / Intrinsic factors

Have positive influence on morale, satisfaction, productivity etc.

E.g: Achievement, advancement, recognition, responsibility, possibility for growth etc.

Presence will motivate but absence will not make them dissatisfied.

satisfiers



# Motivation-Hygiene Theory of Motivation

- Company policy & administration
- Supervision
- Interpersonal relations
- Working conditions
- Salary
- Status
- Security

Motivation factors increase job satisfaction

- Achievement
- Achievement recognition
- Work itself
- Responsibility
- Advancement
- Growth

Hygiene factors avoid job dissatisfaction

### 3. ERG theory

- Clayton P Alderfer
  - He has classified the human needs like Existence needs, Relatedness and Growth needs.
- a) Existence needs
- Include all needs related to physiological and safety aspects of an individual.
  - Combines maslow's physiological and safety needs.



## b) Relatedness

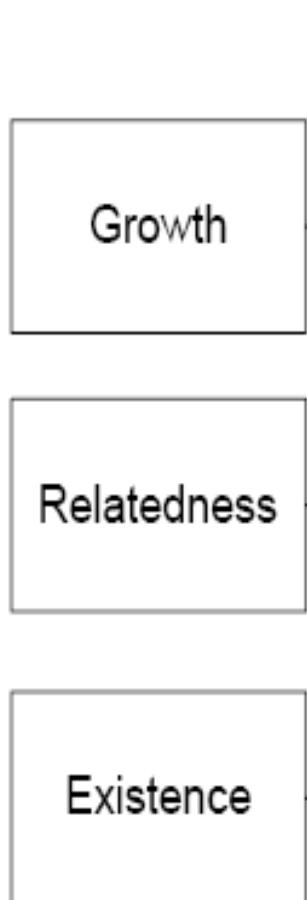
- ✓ Include all those needs that involve relationship with other people whom the individual cares.
- ✓ Covers maslow's social needs and a part of esteem needs.

## c) Growth needs

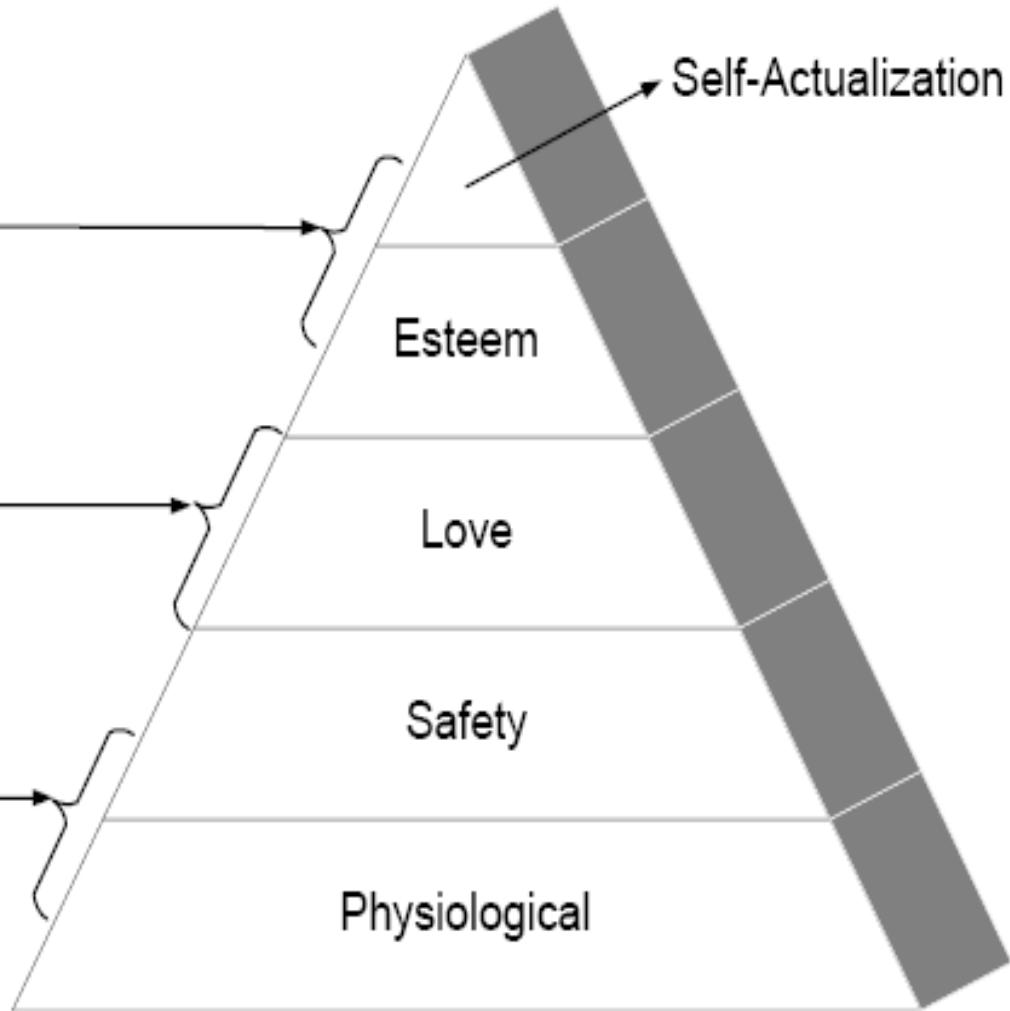
- Involves the efforts by the individual to achieve the full potential in the existing environment.
- Includes maslow's self actualization needs and a part of esteem needs.



### Alderfer's ERG Theory



### Maslow's Hierarchy



### Hertzberg's Two-Factor Theory





## 4. McClelland's need theory

- David McClelland
- Put forwarded Power, Affiliation & Achievement needs.

### a. Power motive

- ✓ The ability to induce or influence behaviours.
- ✓ People with a high power need have a great concern for exercising influence and control.
- ✓ Forceful, Outspoken & demanding.



## b. Affiliation Motive

Like to interact and be with others in situations ,where they feel they belong and are accepted.

## c. Achievement Motive

Some people have an intense desire to achieve.



## Process theories

### 1. EQUITY THEORY

- ✓ Stacy Adams
- ✓ People are motivated to maintain fair relationship between their performance and reward in comparison to others.
- ✓ Individuals make contributions (inputs) for which they expect certain rewards (outcomes).
- ✓ Individuals compares their inputs and outcomes with those of others and try to rectify any in equality.



## Three Situations

### 1. Overpaid Inequity

Person perceives that his outcomes are more as compared to his inputs in relation to others.

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} > \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

The person experience guilt feeling.



## 2. Underpaid Inequity

Person perceives that his outcomes are lower as compared to his inputs in relation to others.

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

Person experience dissonance.



### 3. Equity

The person perceives that his outcomes in relation to his inputs are equal to those of others.

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

The person experiences satisfaction.



## 2. Carrot & Stick theory

- ❑ Comes from the old story that the best way to make a donkey move is to put a carrot out in front of him or jab him with a stick from behind.
- ❑ The carrot is the reward for moving and the stick is the punishment for not moving.
- ❑ In motivating people, some carrots i.e. rewards are used such as money, promotion etc, and some sticks i.e. punishments are used to push the people for desired behaviours or to refrain from undesired behaviour.



### 3. Theory X & Y

- ❖ Douglas McGregor
- ❖ He has given two opposite theories i.e. theory X and theory Y.

#### Theory X

- 1) Traditional theory
- 2) Negative in its approach to human beings.

#### Assumptions

- The average human being inherently dislike work and will try to avoid it whenever possible.

- 
- As the employees are lazy, they must be controlled, coerced & threatened.
  - Average employee will try to avoid responsibility and seek formal directions whenever possible.
  - He is inherently self –centred
  - He works as little as possible.



## Theory Y

Assumes that,

- ✓ The average human being does not dislike work. He enjoys the work.
- ✓ Employees will exercise self direction & self control
- ✓ Average person can learn to accept and even to seek responsibility.
- ✓ He is very much committed
- ✓ He is innovative.



# Leadership

- Leadership is the process of influencing the behaviour of others to work willingly and enthusiastically for achieving pre-determined goals.
- Is the process of influencing the behaviour of others.



## Leadership Styles

### 1. Autocratic style

Centralizes power and decision – making in himself and exercises complete control over the subordinates.

### 2. Democratic Style

Centralizes the power  
Leadership by consultation

### 3. Participative Style

Decides only after detailed  
consultation.

### 4. Free – rein style

Complete delegation &complete  
freedom.



# Need for Leadership

- Management of people has changed in recent years.
- In the past, it was thought that if a manager wanted something done, he or she just had to tell the employees.
- Do you think the employee was doing their best when they were being told do something?
  - When employees feel that they are not involved in decisions and not valued by the business, they will not be as committed to the work.

# **Importance of Leadership**

- Inspire and Motivate
- Challenge the Status Quo
- Promotes Creativity
- Employee Development
- Provides Guidance
- Teamwork
- Conflicts Resolution
- Creates Vision
- Positive Work Environment
- Builds Leadership in People
- Ensures Goal Achievement



# 10 Qualities of a Good Leader

Physical Features

1.

Knowledge

Integrity

3.

Vision

Initiative

5.

Motivation Skills

Self Confidence

7.

Social Skills

Communication Skills

9.

Decisiveness





## Leadership Theories

### 1. Charismatic leadership theory

- A leader is born and is not made
- Charisma is the god gifted attribute in a person which makes him a leader irrespective of the situation in which he works.
- They possess high level of self confidence, dominance and a strong conviction in his/her belief.
- Leaders have some exceptional inborn leadership qualities given by the divine power.

- These qualities are sufficient for a leader to be successful.
- These qualities cannot be enhanced through education and training.
- A leader will be effective and situational factors do not have any influence.





# Personalized Charismatic Leaders

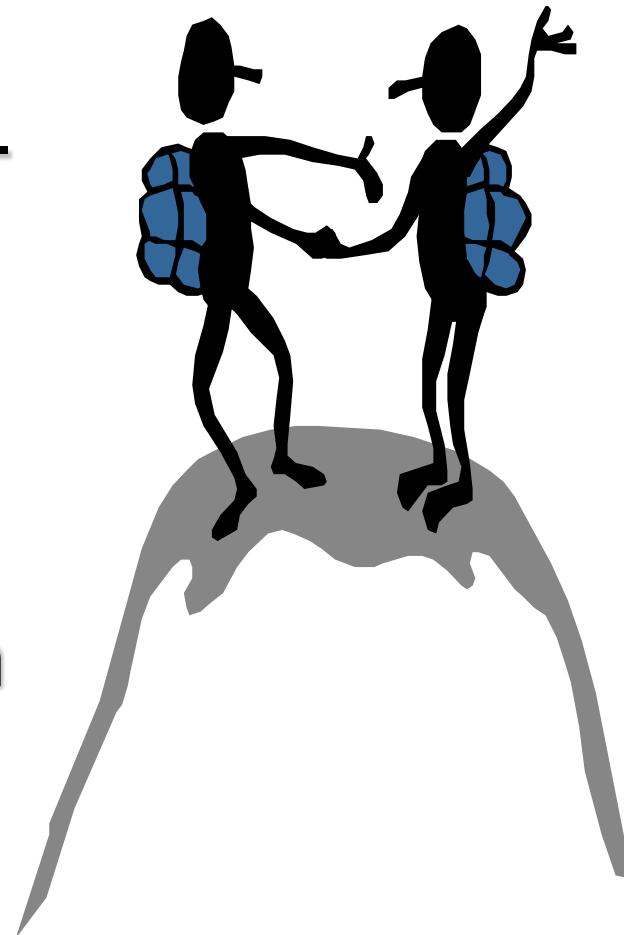
- Pursue leader-driven goals and promote feelings of obedience, dependency and submission in followers.





# Socialized Charismatic Leaders

- Pursue organization-driven goals and promote feelings of empowerment, personal growth and equal participation in followers.





## Trait theory

- ❑ Researchers accepted that leadership traits are not completely inborn but can also be acquired through learning and experience.
- ❑ The theory suggests some particular traits in a successful leader.
  - a. Innate qualities

Are those which are possessed by various individuals since their birth. These qualities are natural and often known as god – gifted.  
E.g.: Physical features, intelligence .



## b. Acquirable qualities

Are those which can be acquired and increased through various processes.

- ✓ Emotional stability
- ✓ Human relations
- ✓ Empathy
- ✓ Motivating skills
- ✓ Technical skills
- ✓ Communication skills
- ✓ Social skills.



## Behavioural theory

- Strong leadership is the result of effective role behaviour.
- Leadership is shown by a person's acts more than by his traits.
- Should be able to do task related functions and group maintenance functions.

## Situational theory (Contingency theory)

Prime importance is given to the situation in which leadership is exercised.

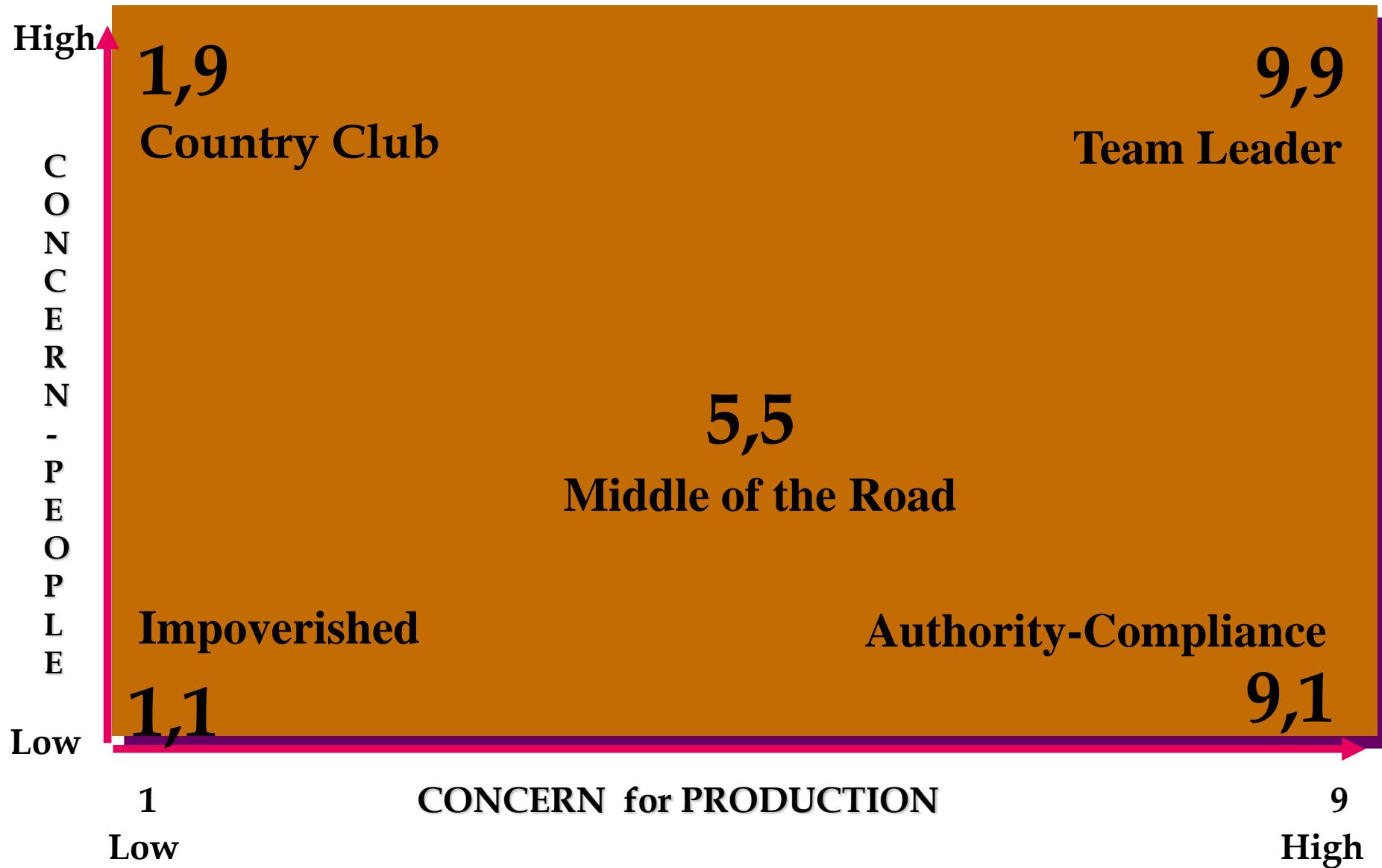
Effectiveness of leadership will be affected by the factors associated with the leader and the factors associated with the situation.



## Managerial Grid theory

- ✓ Blake & Mouton
- ✓ The leadership consists of both task oriented and relation oriented behaviors.
- ✓ How much the manager is concerned for production and for the people.
- ✓ Concern for production
- ✓ The attitude of superiors towards a variety of things such as quality of decisions, procedures, processes, work efficiency , volume of output etc.
- ✓ Concern for People
- ✓ Degree of personal commitment toward goal achievement, maintaining the self esteem of workers, trust and satisfying interpersonal relations.

# Blake, Mouton - Leadership Grid



- 
- 1.1: Exertion of minimum effort is required to get work done and sustain organizational morale.
  - 1.9: Thoughtful attention to the needs of people leading to friendly and comfortable atmosphere.
  - 9.1: Efficiency results from arranging work in such a way that human elements have little effect.
  - 5.5: Adequate performance through balance of work requirements and concern for people
  - 9.9: Work accomplishment through committed people

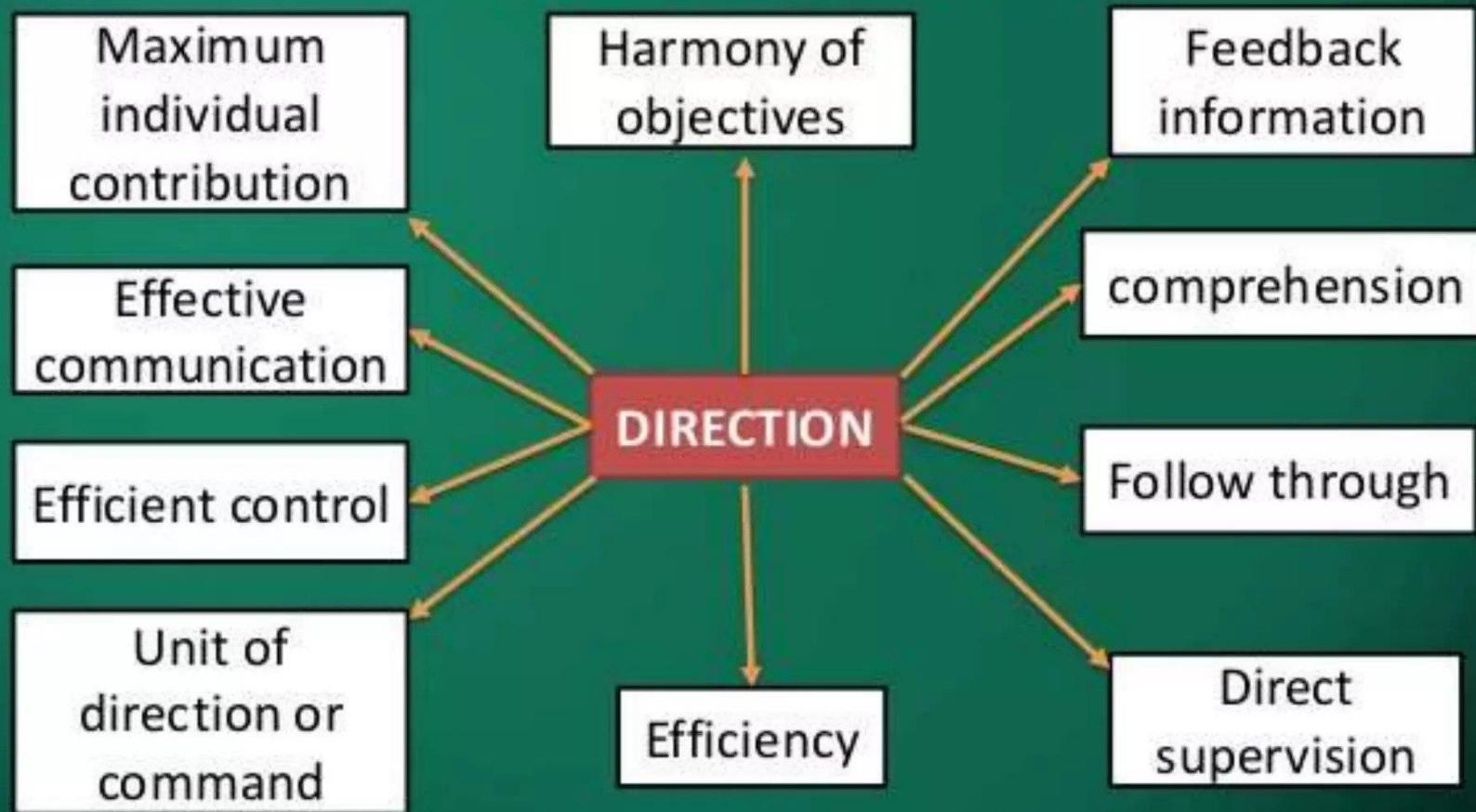


## Path – Goal theory

- Robert House
- It is the leader's job to assist followers in attaining their goals and to provide the necessary direction or support to ensure that their goals are compatible with the overall objectives.
- Effective leaders clarify the path to help their followers to achieve their goals.
- Make the path easier for the follower.

# Principle of Direction

## Principles of Direction



# **CONTROLLING**

**Control refers to the task of ensuring that activities are producing the desired results.**



**Terry & Franklin**

**Controlling is determining what is being accomplished, i.e. evaluating performance and, if necessary , applying corrective measures so that the performance takes place according to plan.**

# Steps in Controlling

## **1. Establishment of control standards**

- **Sets the desired performance**
- **Standards are established which are criteria against which actual results are measured.**

## **2. Measurement of actual performance**

- **Involves measuring the actual performance in terms of a work.**

## **3. Comparing actual and standards**

- **Actual performance is measured accurately, and any variation will be clearly revealed.**

## **4. Correction of deviation, if any**

- **Actions should be taken to maintain the desired degree of control in the operation.**

## **5. Implementation & follow – up**

### **TYPES OF CONTROL**

- I. Feedback Control**
- II. Feed forward control**
- III. Concurrent control**

## **I. Feedback Control**

**Based on the measurement of the results of an action, in case of any deviation, corrective actions will be taken.**



## **II. Feed forward Control**

**Involves evaluation of inputs and taking corrective actions before a particular sequence of operation is completed.**

## **III. Concurrent Control**

**Exercised during the operation of a programme.**

**Controls while the operation / programme is still in operation.**

## MBE

- **Management By Exception**
- **MBE is a system of identification and communication that signals to the manager when his attention is needed.**
- **Superior's attention is drawn only in the case of exceptional differences between planned performance and actual performance.**
- **In other cases, decisions are taken by subordinate manager.**

# Techniques of Control

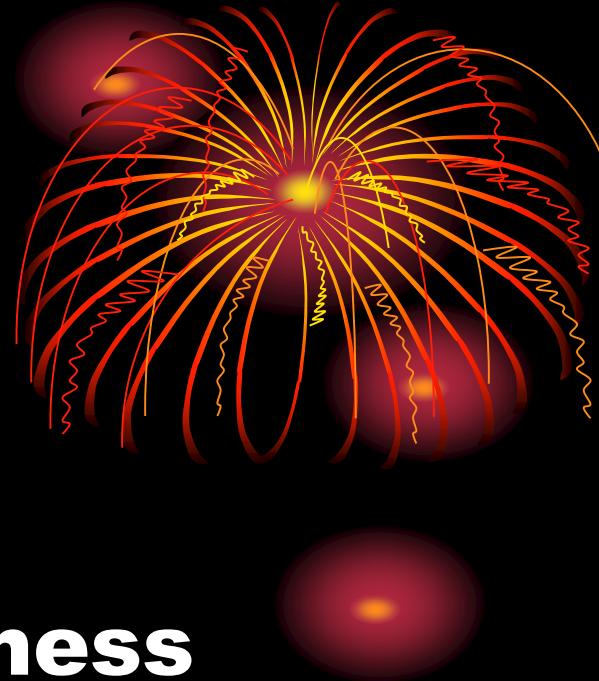
- I. Financial Control
- II. Operating Control
- III. Inventory Control

## Financial Control

**For those aspects of business operations whose outcomes are expressed in monetary terms.**

### a. Budgetary control

**Is a system which uses budgets as a means planning & controlling entire aspects of organisational activities.**



## **b. Control through Costing**

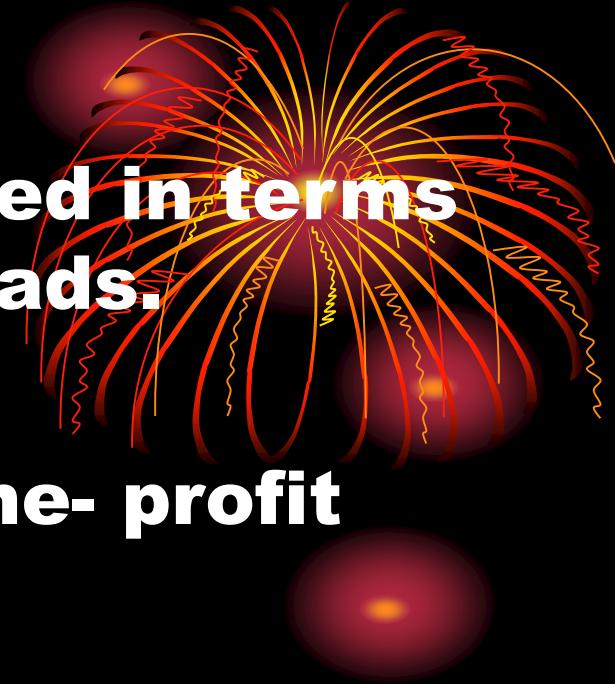
- Standard costs are established in terms of material, labor and overheads.**

## **c. Break – Even analysis**

- Concerned with cost – volume- profit analysis.**

## **d. Responsibility Accounting**

- MBO**
- Each person is responsible for his area operation, and for effective control, he must know what his costs should be and what was his cost.**



## e. Internal Audit

- In addition to ensuring that accounts properly reflects the facts, also appraises policies, procedures, use of authority ,quality of management, effectiveness of methods etc.

## II. Operational Control

- Exercise of control over the operating processes.

### a. Quality Control

### b. TQM

CII “ Meeting the requirements of internal and external customers, consistently by continuous improvement in the quality of work for all the employees”.

## **c. Quality Circle**

- ❖ **Is a group of employees drawn from different departments, that meets regularly to solve problems affecting its work area.**

## **III. Inventory Control**

- a. ABC analysis**
- b. EOQ**
- c. PERT / CPM**

**Consists of several activities and sub activities**

**In order to complete the programme, these activities should be completed in a proper sequence and in allotted time.**