

### Definition of Motivation

Generally speaking, Motivation is a psychological feeling or power. It is latent in human behavior.

In a broad sense, Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

#### Key Elements:

1. Intensity: how hard a person tries
2. Direction: toward beneficial goal
3. Persistence: how long a person tries

According to Hellman and Hornstein, "Motivation is the individuals desire to work"

In fine, motivation means an individuals needs, desires and concepts that cause him or her to act in a particular manner.

### Importance of motivation

- ❖ Obtaining job satisfaction
- ❖ Increase productivity
- ❖ Favorable group behavior
- ❖ Increase sales and profit
- ❖ Change becomes possible
- ❖ Maximum efficiency and success are attained.
- ❖ It increase team spirit
- ❖ Reduce strike, boycott, go slow, lockout
- ❖ Reduce labor turnover and absenteeism

Clarence Francis said, " You can buy a man's time, you can buy a man's physical presence at a given place, but you cannot his initiative, loyalty and enthusiasm"

### Sources of motivation

#### Financial means of motivation

- ❖ Fair wage
- ❖ Bonus
- ❖ Promotion
- ❖ Accommodation facilities
- ❖ Transportation facilities
- ❖ Medical facilities
- ❖ Education facilities
- ❖ Insurance facilities
- ❖ Participation in profit

#### Non-Financial means of motivation

- ❖ Job security
- ❖ Praise, recognition and reward
- ❖ Feed back
- ❖ Too much competition
- ❖ Participation in management
- ❖ Opportunity for promotion

- ❖ Training facilities
- ❖ Comfortable and attractive working conditions
- ❖ Co-worker with same mind and sense
- ❖ Good supervision
- ❖ Good relationship among workers
- ❖ Sound management
- ❖ Treating personnel problems with sympathy

### Hierarchy of Needs Theory (Maslow)

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.

**Physiological:** Includes hunger, thirst, shelter, and other bodily needs.

**Safety:** Includes security and protection from physical and emotional harm.

**Social:** Includes affection, belongingness, acceptance, and friendship

**Esteem:** Includes internal esteem factors such as self-respect, autonomy, and achievement; and external esteem factors such as status, recognition, and attention.

**Self-actualization:** The drive to become what one is capable of becoming; includes growth, achieving one's potential, and self-fulfillment

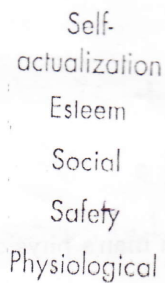


Figure: Maslow's *Hierarchy of Needs*

### Assumptions of Maslow's Hierarchy:

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.
- Individuals therefore must move up the hierarchy in order.

### How to Apply?

If you want to motivate some one, according to Maslow, you need to understand what level of the hierarchy that person is currently on and focus on satisfying the needs or above that level.

### Two-Factor Theory (Frederick Herzberg)

Psychologist Frederick Herzberg was proposed the two-factor theory. This theory is also known as motivation-hygiene theory. That is, one factor is motivational or intrinsic and another factor is hygiene or extrinsic.

Motivational factors include advancement, recognition, responsibility, and achievement. These factors are related to job satisfaction. Hygiene factors include company policy and administration, physical working conditions, pay, supervision, relations with others and job security. These factors are associated with dissatisfaction.

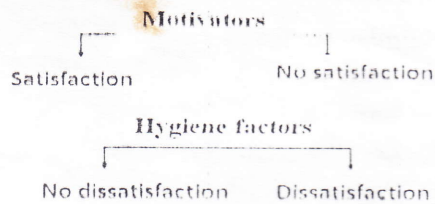
Herzberg said that the opposite of satisfaction is not dissatisfaction as was traditionally believed.

### Contrasting view satisfaction and dissatisfaction

Traditional view



## Herzberg's view



When hygiene factors are adequate, people will not be dissatisfied; neither will they be satisfied. If they are not adequate, people will be dissatisfied.

On the other hand, if motivator factors are adequate, people will be satisfied. If they are inadequate, people will get no satisfaction but not dissatisfaction.

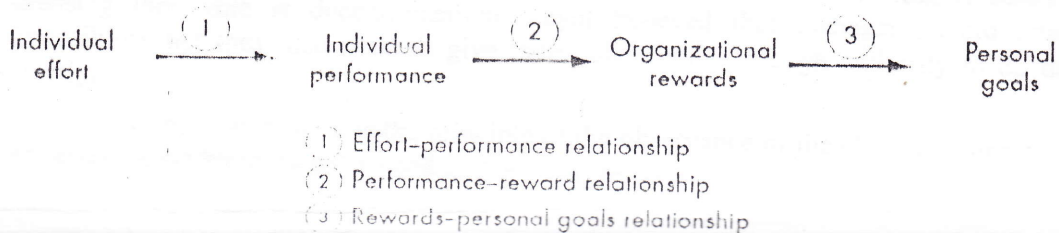
### Criticisms:

1. No overall measure of satisfaction was used. A person may dislike part of his or her job yet still think the job is acceptable.
2. This theory is applicable to the developed countries but is not applicable to the developing countries.
3. This theory is applicable only for the professional, managerial, and higher-level employees.

Regardless of criticisms, Herzberg's theory has been widely read and few managers are unfamiliar with his recommendations.

## Expectancy Theory

Victor Vroom developed the expectancy theory. Expectancy theory argues that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employee's personal goals. The theory therefore focuses on three relationships.



Expectancy theory helps explain why a lot of workers are not motivated on their jobs and does only the minimum necessary to get by. According to this theory, employees need to answer in the affirmative if their motivation is to be maximized.

- First, if I give a maximum effort, will it be recognized in my performance appraisal? The organizational performance appraisal system may be designed to assess non-performance factors such as loyalty, initiative, or courage, which means more effort will not result in a higher evaluation. Another possibility is that employees rightly or wrongly perceive that his boss does not like him. As a result he expects to get poor appraisal regardless of his effort.
- Second, if I get a good performance appraisal, will it lead to organizational reward? Many employees see the performance-reward relationship in their job as weak because pay is allocated to employees based on factors such as seniority, cooperative, or "kissing up" to the boss.
- Finally, if I'm rewarded, are the rewards ones that I find personally attractive? The employee works hard in hope of getting a promotion but gets a pay rise instead. Or the employee wants a more interesting and challenges job but receives only a few words of praise. Or the employee puts extra effort to be relocated to the company's Dhaka office but instead is transferred to Rajshahi office.



## Principles of Administrative Management

Henri Fayol, father of administrative management, has distinguished fourteen principles of management which are now widely accepted and form the core of most management teaching, education and practice. These are outlined below and discussed later.

1. **Division of labor:** It is the principle of job specialization, where each job is broken down into small parts and then assigns the responsibility to the competent person. It will enhance the employee's expertise about the particular job.
2. **Authority and accountability:** It clearly defines the rights and responsibility of manager. It defines the area of action, initiative and responsibility of each manager.
3. **Discipline:** Members in an organization need to respect the rules and agreements that govern the organization. To Fayol, discipline will result from good leadership at all level of organization, fair agreements, and judiciously enforced penalties for infractions.
4. **Unity of command:** It is the safeguard against dualism of control. Each employee must receive his or her instructions about a particular operation from only one person. Fayol believed that if an employee was responsible to more than one superior, conflict in instruction and confusion of authority would result.
5. **Unity of direction:** Those operations within an organization that have the same objectives should be directed by only one manager. For example, the personnel department in a company should not have two directors each with a different hiring policy.
6. **Superiority of general interest over individual interests:** In any undertakings the interests of employees should not take precedence over the interests of the organization.
7. **Remuneration:** Adequate remuneration secures a committed work force and sustains employee's interest and participation. Compensation for work done should be fair to both employees and employer.
8. **Centralization:** Decreasing the role of subordinates in decision making is centralization; increasing their role is decentralization. Fayol believed that manager should retain final responsibility but they also need to give their subordinates enough authority to do their jobs properly.
9. **Scalar chain:** Scalar chain is the principle of the observance of the chain of command, which discourages level jumping unless and until serious situation occurs.
10. **Order:** Materials and people should be in the right place at the right time. In particular people should be in the jobs best suited for them.
11. **Equity:** Equity is the law of the social world, which alone secures loyalty of employees and their cooperation. Manager should be both friendly and fair to their subordinates.
12. **Stability and security:** It is a basic motivation for attention to work, interest and sustained efforts of the employees. To Fayol a high employee turnover rate is not good for efficient functioning of an organization.
13. **Initiative:** Subordinates should be given freedom to conceive and carry out their plans even some mistakes result.
14. **Esprit de corps:** It means cooperation and fellow feeling. It means everybody helps everybody else in a close spirit of teamwork.

## Principles of scientific Management

On the basis of his experiments, Taylor developed a set of scientific management principles which are as follows:

1. Develop a science for each element of a worker's job that replaces rule of thumb. Use scientific method rather than intuition and experience to determine the work methods and tools. Ensure that each motion or movement of workers is the most efficient possible. Lay down standard time, standard methods, tools and working conditions for each task.

4. Planning and scheduling of the work to ensure availability of materials and other resources at the right place, right time, and in proper condition.

5. Standards with respect to methods and time for each task should be established. Workers movements and the time needed to complete every movement should be scientifically studied. Jobs should be redesigned incorporating highly efficient motions with specific time required for each step in a task.

6. Wage incentives should be an integral part of each job. Workers should be <sup>paid</sup> a bonus if they completed the task before the standard time. Different wage rates should be paid for different jobs.

7. Close co-operation between management and workers to accomplish work in accordance with scientific method. Management can secure higher profits only when workers perform their jobs with maximum efficiency. Similarly, workers can expect higher wages only when management adopts an enlightened attitude toward them. Instead of fighting or sharing the gains of productivity, the two sides should work together to maximize productivity so that each can get a larger share. Both stand to gain by maximizing output. There should be a mental change in both parties from conflict to cooperation.

8. A more equal division of responsibility between management and workers. Planning should be separated from doing. Planning being the responsibility of management and doing being the responsibility of workers.

Administrative Mgt: The main focus of administrative Management is to the overall organization and ways to make it efficient and effective. ~~Henri Fayol~~ Henri Fayol is called the father of administrative management.

Scientific Mgt: Scientific management focuses on the individual employees and ways to improve their productivity. F.W. Taylor is called the father of Scientific Management.