



Sixth/ Seventh Semester B.E (All branches)

Essentials of Management

HSS-302/401

MANIPAL
UNIVERSITY

Motivation : Leading

Motive and Motivation



- **Motive:** Defined as an inner state that energizes, 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

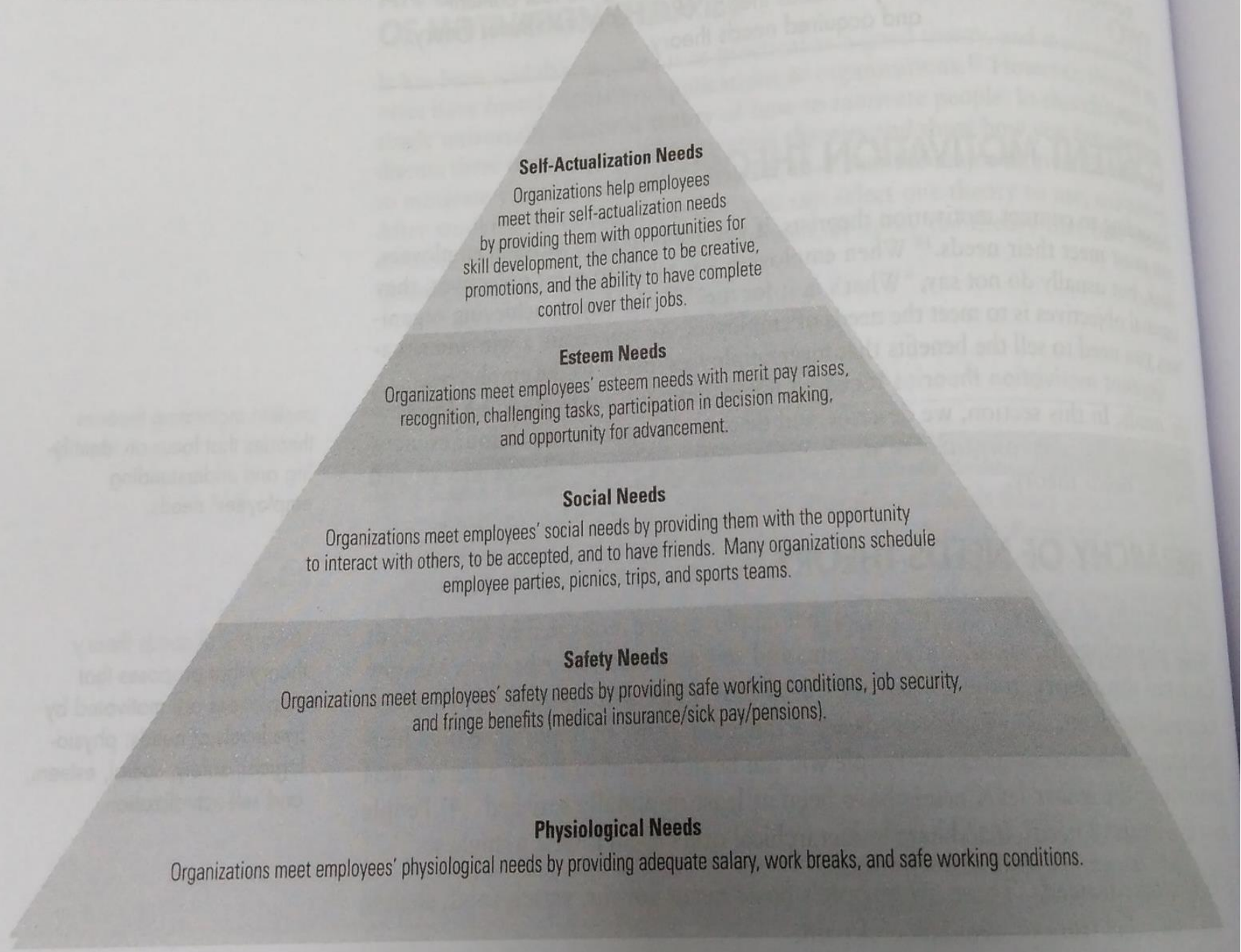


Lower-Order Needs

- 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.

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

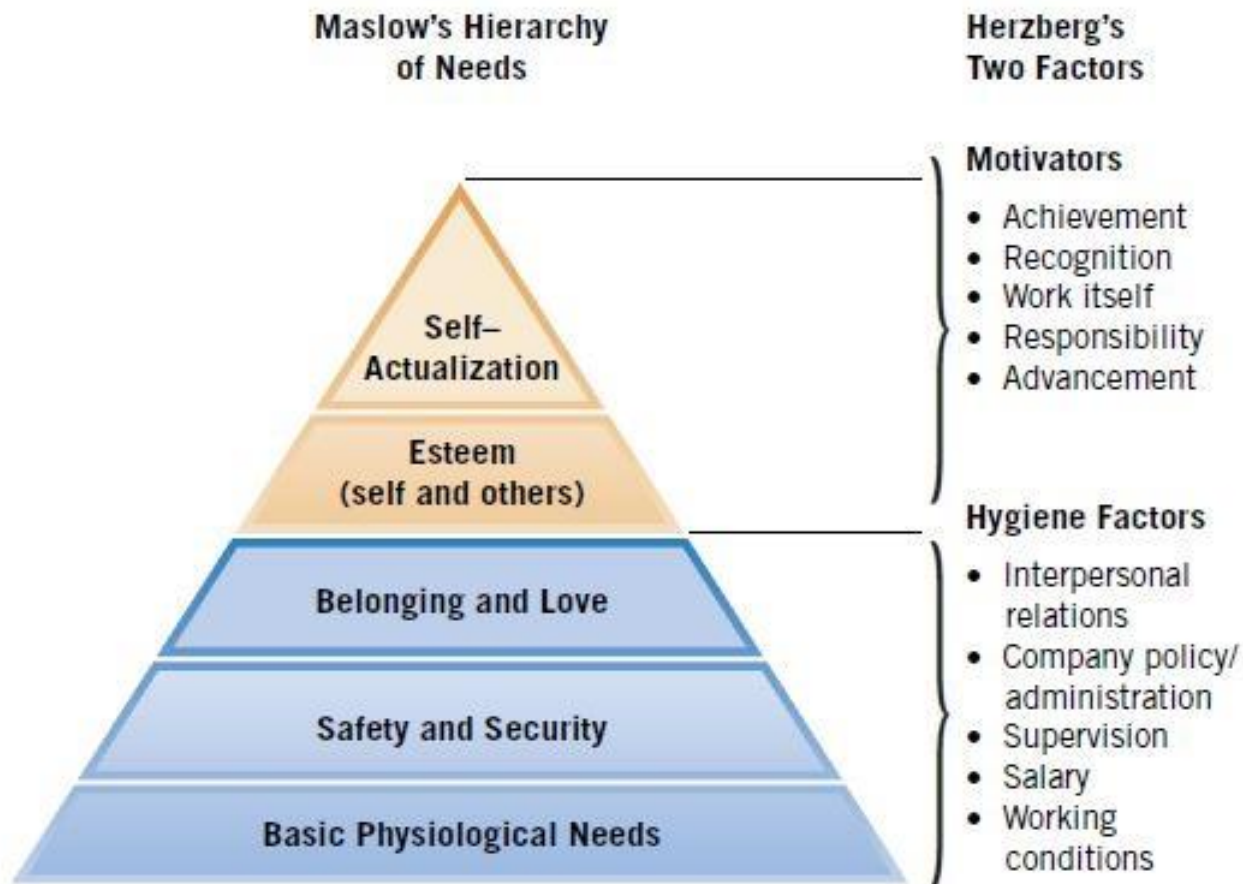
Motivator Factors

- 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



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