

MOTIVATION

Introduction

1. Visionary Idea (1883) – Engineer **John Roebling** proposed a **first-of-its-kind suspension bridge** linking Manhattan and Brooklyn. Visionary Idea (1883) – Engineer John Roebling proposed a first-of-its-kind suspension bridge linking Manhattan and Brooklyn. Experts dismissed it as "impossible."

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3. Tragedy Strikes – John **died** early in construction. His son, **Washington Roebling**, took over but suffered a **crippling injury**, leaving him **paralyzed and mute**.



4. Against All Odds – From his sickbed, Washington **directed construction for 14 years** using **only finger taps** to communicate with his wife, **Emily**.

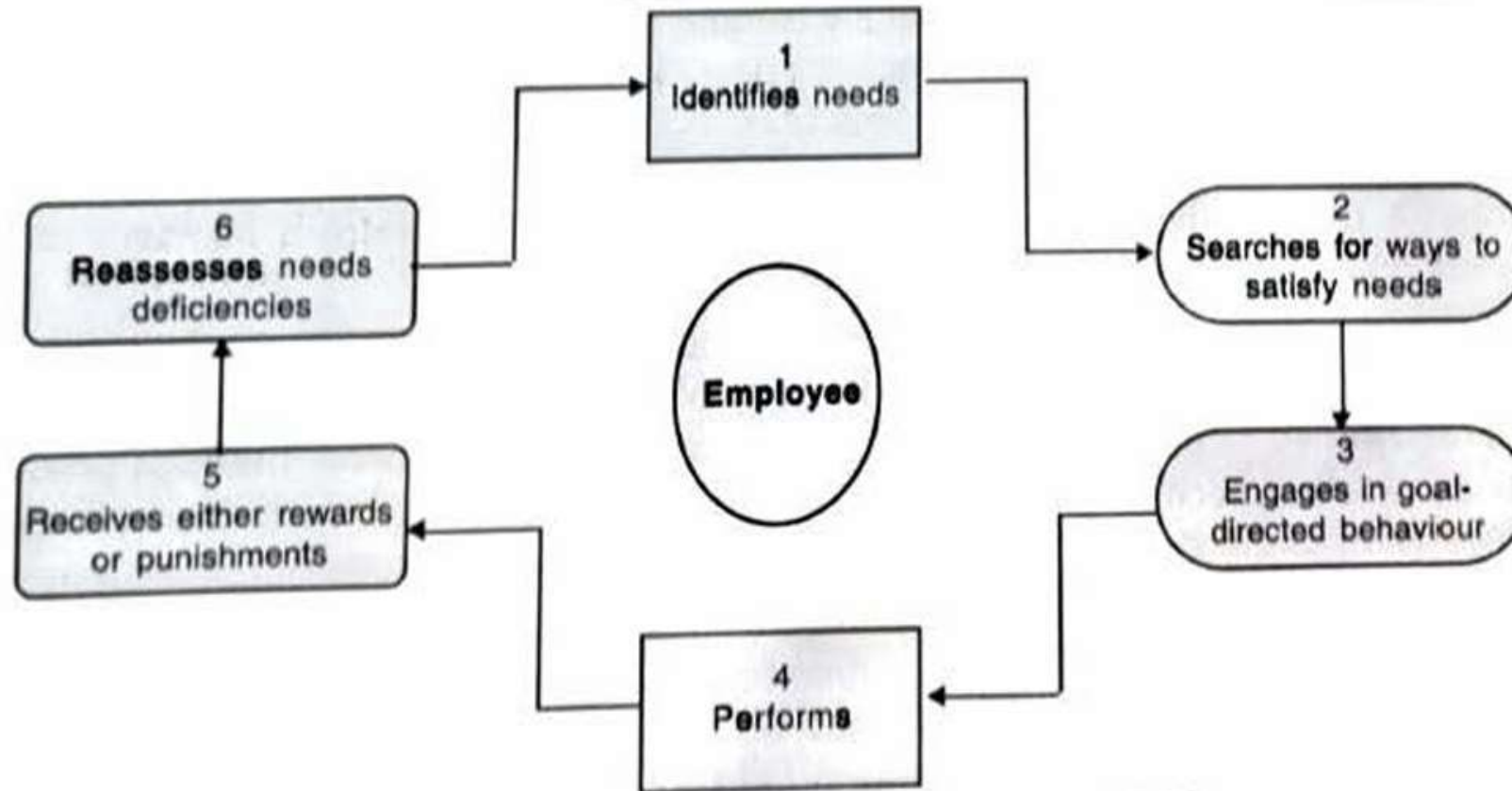
5. Emily's Critical Role – She decoded his instructions, relayed them to engineers, and became the **bridge's unofficial chief engineer**.

6. Completion (1883) – Despite **20 worker deaths**, financial struggles, and public doubt, the **iconic bridge opened**, becoming the **world's longest suspension bridge**.

7. Legacy – A triumph of **perseverance, innovation, and teamwork**, proving even the "impossible" can be achieved.



Framework of motivation





Step 1: Identifies Needs

- **Definition:** Needs are "felt deprivations" that act as energizers.
- **Types of Needs:**
 - **Psychological** (e.g., need for recognition).
 - **Physiological** (e.g., need for water, air, food).
 - **Social** (e.g., need for friendship).

Step 2: Searches for Ways to Satisfy Needs

- Employees seek actions to reduce or eliminate deprivations.
- Example: An employee works overtime on high-visibility projects to address the need for advancement.



Step 3: Goal-Directed Behavior

- **Definition:** Goals are specific results individuals aim to achieve.
- Employee goals drive actions (e.g., pursuing promotions or influence).
- Example: A salesperson sets a target to close 20 deals/month to gain recognition.

Step 4: Performance

- Employees engage in behaviors to achieve goals (e.g., solving major organizational problems).
- Example: Working on critical projects to gain visibility with senior managers.



Step 5: Receives Rewards/Punishments

- **Feedback Mechanism:** Organizations reward desirable behaviors (e.g., promotions, raises) or punish undesirable ones.
- Example: A promotion signals approval of an employee's efforts and alignment with organizational goals.

Step 6: Reassesses Needs

- Employees reevaluate needs based on outcomes (rewards or punishments).
- Example: After a raise, an employee may shift focus from financial needs to career growth needs.

Definition

1. "Motivation is the result of processes, internal or external to the individual, that arouses enthusiasm and persistence to pursue a certain course of action."
2. "How behavior gets started, is energized, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organization while all this is going on."

Importance of motivation



1. Motivation Drives Performance and Innovation

1. **Explanation:** Motivation, combined with ability, leads to higher performance. Employees seek better ways to do their jobs, fostering innovation.
2. **Examples:**
 1. A production worker in an automobile factory suggests a streamlined assembly process, reducing time and costs.
 2. A teacher creates interactive digital lessons to boost student engagement and learning outcomes.

2. Motivation Enhances Quality Orientation

1. **Explanation:** Motivated employees prioritize quality, improving organizational reputation.
2. **Examples:**
 1. A marketing manager meticulously verifies data in a client report, ensuring accuracy.
 2. A baker taste-tests every batch of cookies to maintain consistent flavor and texture.

Importance of motivation



3. High Motivation Boosts Productivity

1. **Explanation:** Motivated teams achieve more with fewer resources.
2. **Examples:**
 1. Toyota's "Kaizen" philosophy empowers workers to suggest efficiency improvements.
 2. A retail employee restocks shelves twice as fast during peak hours to ensure customers find what they need quickly.

4. Human Resource Sustainability

1. **Explanation:** Organizations need motivated employees to attract talent, ensure reliability, and foster creativity.
2. **Examples:**
 1. Tech companies like Google offer "20% time" for personal projects, leading to innovations like Gmail.
 2. A small café owner provides mentorship programs to retain skilled baristas and encourage loyalty.

Importance of motivation



5. Motivation is Interlinked with Organizational Dynamics

1. **Explanation:** Motivation interacts with leadership, job design, and rewards, impacting overall performance.
2. **Examples:**
 1. A company using performance-based bonuses sees higher sales team productivity.
 2. A team improves collaboration after managers introduce weekly brainstorming sessions.

6. Motivation is Critical for Advanced Technology Adoption

1. **Explanation:** Complex technologies require skilled and willing employees.
2. **Examples:**
 1. ISRO's engineers master cutting-edge rocket technology for the PSLV launch.
 2. A farmer learns to use a weather-tracking app to optimize irrigation, improving crop yields with minimal training.

Importance of motivation



7. Long-Term Human Resource Investment

1. **Explanation:** Organizations prioritize developing employees as future assets.
2. **Examples:**
 1. IBM's "SkillsBuild" program offers continuous training and job rotations.
 2. A local gym sponsors fitness certifications for trainers to stay updated on health trends.

Challenges in motivation



1. Motives Are Inferred, Not Directly Observable

1. Motivation is internal and cannot be seen; it must be deduced from behavior.
2. **Example:** Two employees with identical qualifications and roles show different performance levels, indicating varying underlying motivations.

2. Dynamic and Conflicting Needs

1. Employees have multiple, evolving needs (e.g., achievement, affiliation, family time) that may conflict.
2. **Example:** Working overtime to fulfill career goals may clash with the desire to spend time with family.

3. Needs Extend Beyond the Workplace

1. Higher-level needs (e.g., self-actualization) are often satisfied through personal life, not just work.
2. **Implication:** Managers must understand employees' personal lives and social contexts to motivate effectively.



4.Challenges in Modern Workforce Motivation

1. Complexities:

1. Diverse workforce with differing values, backgrounds, and expectations.
2. Organizational changes (e.g., downsizing, flattened hierarchies) erode trust and commitment.

2. Ineffective Strategies:

1. **Hire-and-fire** or **pay-for-performance** tactics fail to inspire employees to exceed minimum requirements.
2. **Example:** A company relying solely on bonuses sees short-term gains but loses long-term employee loyalty.

Role of a Successful Manager

1. Key Responsibilities:

1. Inspire employees to "overreach" and achieve the seemingly impossible.
2. Cultivate commitment, quality consciousness, and productivity.
3. Encourage aspirations beyond basic needs (e.g., career growth, personal development).

2. **Example:** A manager mentors an employee to aim for leadership roles instead of settling for routine tasks.