MOTIVATION

Introduction

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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
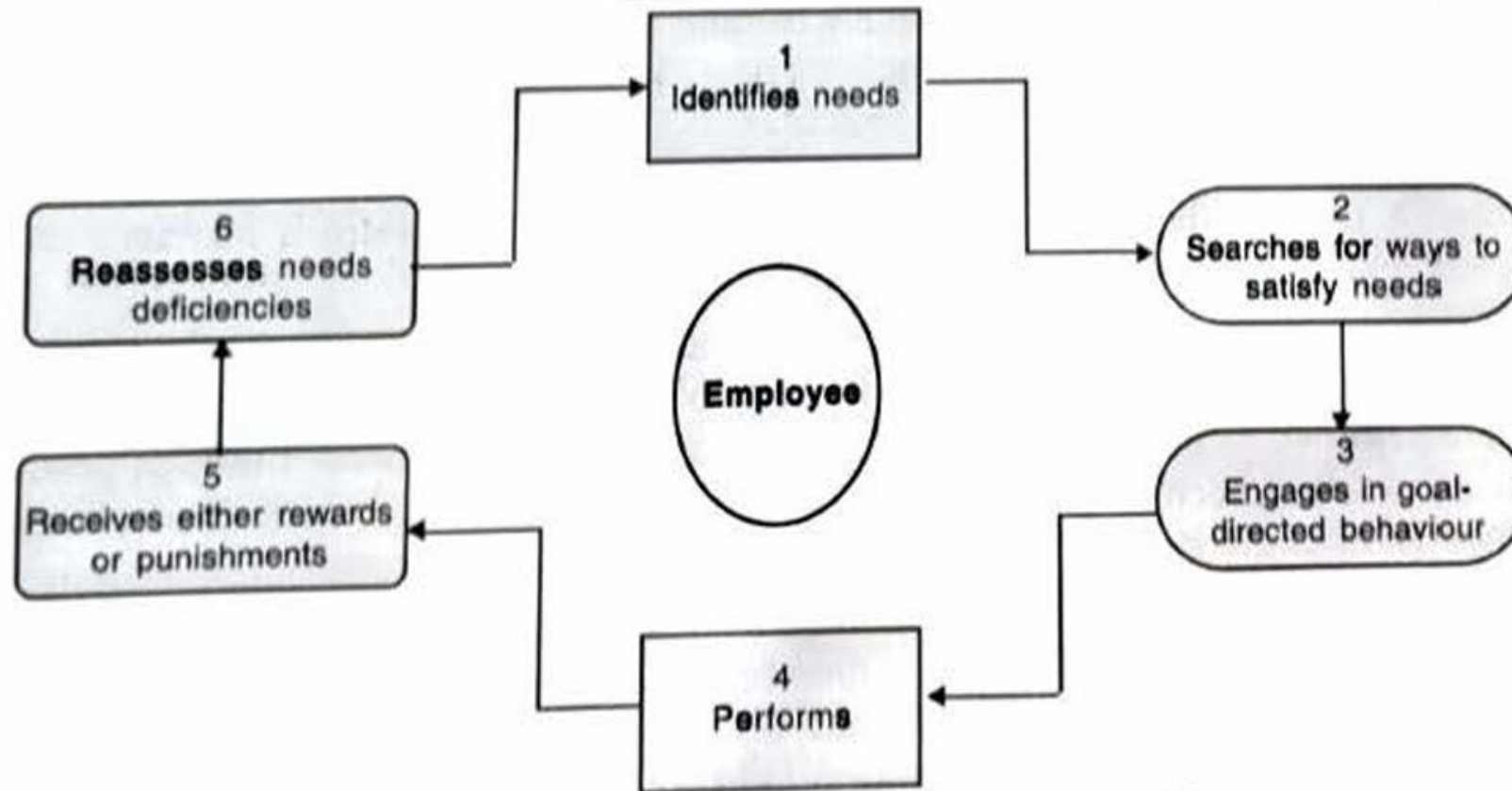
Definition

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
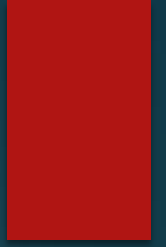
Performance and Innovation

Motivation, coupled with ability, drives performance.

Employees seek innovative ways to complete tasks, improving efficiency.

Quality Orientation

Motivated employees prioritize quality (e.g., meticulous data analysis or careful documentation).

Higher Productivity

Motivated workers outperform apathetic ones (e.g., Japanese productivity in

manufacturing).

Behavioral Dimensions

Organizations must:

Attract and retain talent.

Ensure employees perform tasks dependably.

Encourage creativity and innovation.

Importance of motivation

Understanding Organizational Behavior

Motivation explains why employees behave the way they do, impacting leadership, job design, and satisfaction.

Technological Adaptation

Advanced technology requires motivated employees (e.g., ISRO's success due to skilled and willing workers).

Long-Term Human Resource Development

Organizations invest in training, job rotation, and talent management to build a "talent bank" for future growth.

Employee Well-Being

Satisfied employees contribute to a positive workplace culture and organizational reputation.

Global Competitiveness

Effective motivation strategies align with cultural values (e.g., recognition, material rewards, or group harmony).

Challenges in motivation

Diverse Workforce Needs

Employees join organizations with different values, beliefs, backgrounds, and expectations.

Many organizations fail to understand or address these differences.

Organizational Restructuring

Downsizing, rightsizing, and flattening hierarchies reduce trust and commitment.

Strategies like "hire-and-fire" or pay-for-performance may demotivate employees.

Inferred Motives

Motives cannot be directly observed (e.g., two employees with identical qualifications may perform differently for unclear reasons).

Dynamic and Conflicting Needs

Employees' needs and expectations evolve over time.

Work demands (e.g., overtime) may conflict with personal needs (e.g., family time).

Challenges in motivation

Non-Work Fulfillment

Higher-level needs (e.g., social belonging) may be satisfied outside work.

Managers must understand employees' personal lives, not just work behaviors.

Cultural and Individual Differences

Needs vary across cultures and individuals (e.g., Japanese prioritize group harmony, Americans value independence).

Complexity of Motivation

Motivation is influenced by leadership styles, job design, salary systems, and technology.