



BY
S.SRIKRISHNA
Sr. Lecturer / STC

INTRODUCTION

Productivity of any organization

(or) department

(or) work unit

depends upon the people who work in that unit.

INTRODUCTION

Given the same input:

People can produce more - If they work more

thus increasing the productivity of the organization,
department (or) work unit.

INTRODUCTION

How to make people work more (or) work better?

is an issue that requires an understanding of what inspires people to work better

It may be possible to get people to work more (or) work better in higher proportions with marginal increases in some inputs.

INTRODUCTION

THIS REQUIRES AN UNDERSTANDING OF
“MOTIVATION ”

DEFINITION OF MOTIVATION

Motivation is the **means** which **inspire** a person to **intensify his willingness** to use his **capabilities** and **potentialities** for achieving goals of the organization in which he works

DEFINITION OF MOTIVATION

Motivation is a psychological act which attracts or instigates the workers to do more work.

If the workers are instigated, they will try to do more than the standard work and earn more for themselves which increases their living standards.

DEFINITION OF MOTIVATION

Characteristics of Motivation:

- Personal and internal feeling.
- Art of stimulating someone.
- Produces goal.
- Motivation can be either positive or negative.
- It is system oriented.
- It is a sort of bargaining.

THERE IS A BASIC DIFFERENCE BETWEEN

THE “CAPABILITY TO WORK”

AND

“ DESIRE TO WORK ”

IN WHICH

MOTIVATION

IS INHERENT FACTOR.

Need for motivation

Motivation is a general inspiration process which gets the members of the team

- To do their task effectively**
- To give their loyalty to the group**
- To carry out properly the tasks they have accepted**
- In general to play an effective part in the job that the group has undertaken**

TYPES OF MOTIVES

- Primary Motives
- Secondary Motives
- General Motives

PRIMARY MOTIVES

- Hunger
- Thirst
- Clothing
- Sleep
- Shelter

SECONDARY MOTIVES

- Learned drives become secondary motives that includes
 - Curiosity
 - Manipulation

GENERAL MOTIVES

Motives which can not be termed as primary or secondary

- Primary needs try to reduce the tension or stimulation

whereas

- The general needs induces the individual to enhance the amount of stimulation.
- Also called stimulus motives-Love , concern and affection.

THEORIES OF MOTIVATION

Some important theories:

- Maslow's Hierarchy of Needs Theory
- McClelland's Achievement Motivation Theory
- Herzberg's Motivation-Hygiene theory

MASLOW'S HIERARCHY OF NEEDS THEORY

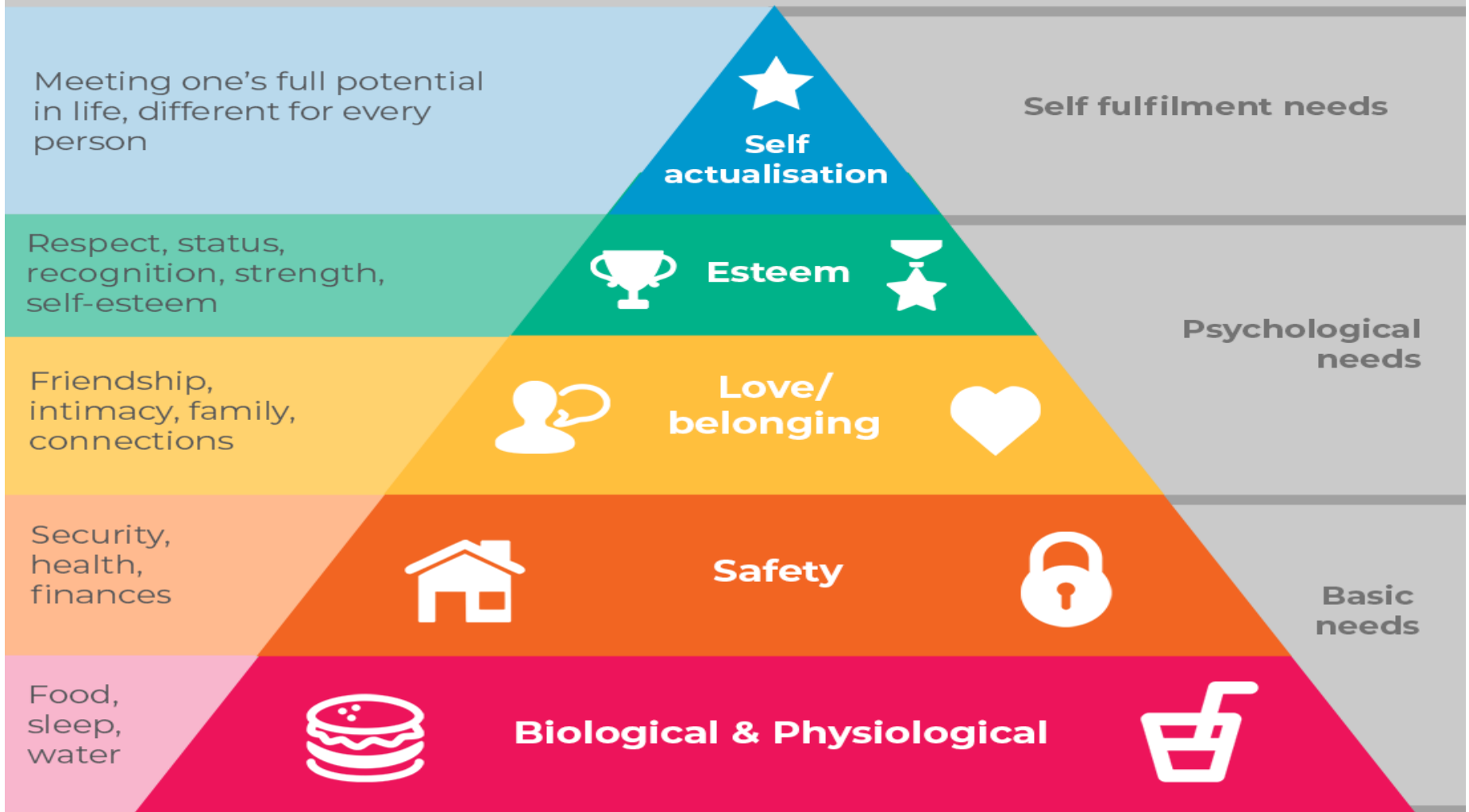
- Works on the assumption that the behaviour of individuals at a particular moment is usually determined by their **strongest need**.
- Based on hypothesis that within every human being there exists a **hierarchy of five needs**.

MASLOW'S HIERARCHY OF NEEDS THEORY

Five needs:

1. **Physiological** : Basic needs of hunger, thirst, shelter, sex and other body needs.
2. **Safety**: security and protection from physical and emotional harm
3. **Social**: affection, belongingness, acceptance and friendship
4. **Esteem**: Need for both self esteem(self respect, autonomy and achievement) and external esteem (status, recognition and attention)
5. **Self-actualization**: the drive to become what one is capable of becoming: includes growth, achieving one's potential, self fulfillment.

MASLOW'S HIERARCHY OF NEEDS

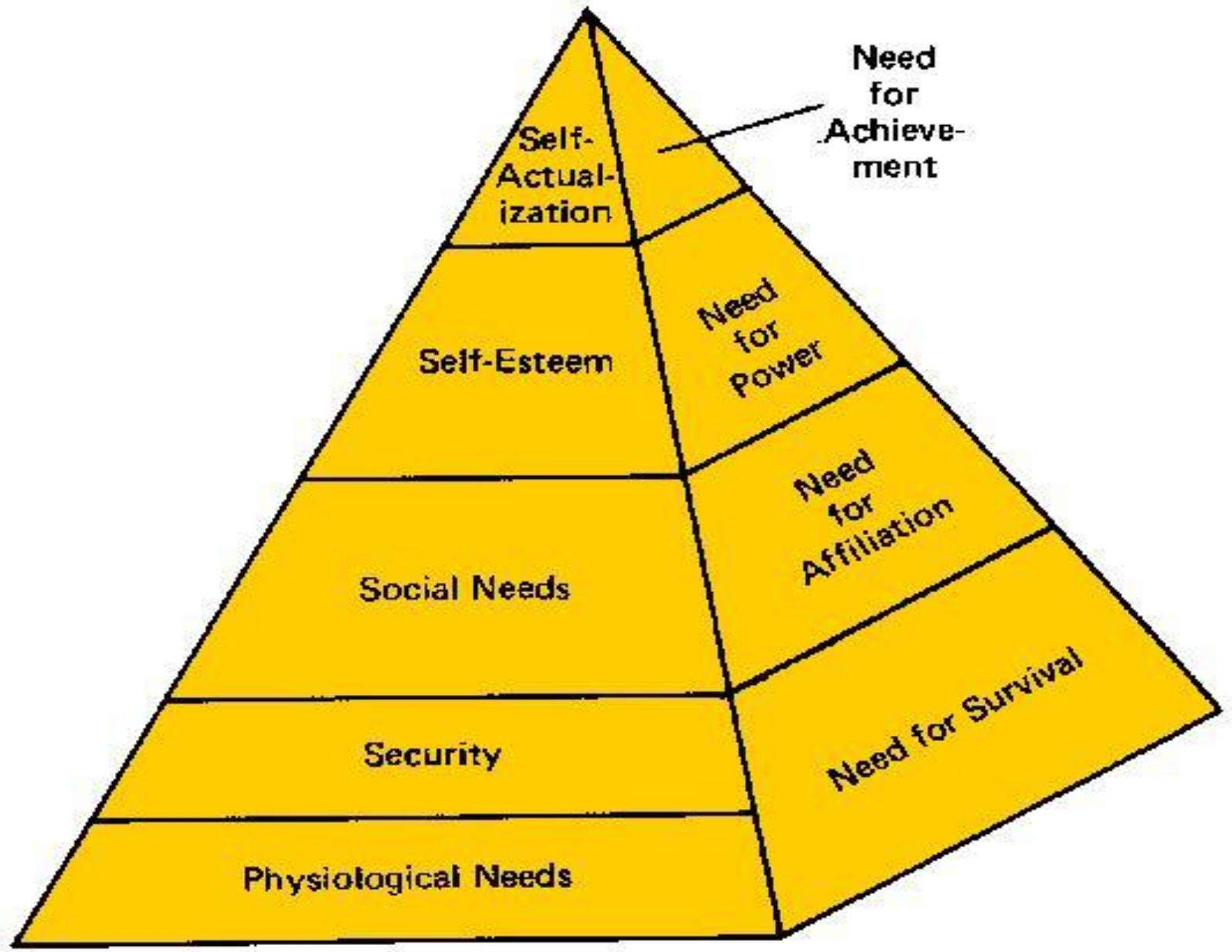




McClelland's Achievement Motivation Theory

- McClelland and colleagues studied the behavioral effects of three needs
 - Need for **Achievement**
 - Need for **Power**
 - Need for **Affiliation**

Emphasized the **Need for Achievement**,
although they investigated all three needs



HERZBERG'S MOTIVATION-HYGIENE THEORY

Based on the conclusion that people have two different categories of needs:

➤ **HYGIENE FACTORS**

➤ **MOTIVATING FACTORS**

Herzberg's Two-Factor Theory | Motivation- Hygiene

Job *Dissatisfaction*



Influenced by
Hygiene
Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Herzberg's
Two-Factor
Principles

Improving the
satisfier factors
increases
job satisfaction

Improving the
hygiene factors
decreases
job *dissatisfaction*

Job Satisfaction



Influenced by
Satisfier
Factors

- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Personal growth

ACHIEVEMENT DRIVE

The desire of an individual to perform in terms of a particular standard of excellence or the desire to be successful in competitive situations.

SPECIFIC CHARACTERISTICS OF A HIGH ACHIEVER

- Takes moderate risks.
- Prefers immediate feedback
- Derives satisfaction on the successful accomplishment of a task
- Has total concentration or preoccupation with the assigned task

MOTIVATION PROGRAMMES FOR EMPLOYEES



Monetary
Incentives
(Not so relevant
for Government
employees)

MOTIVATION PROGRAMMES FOR EMPLOYEES

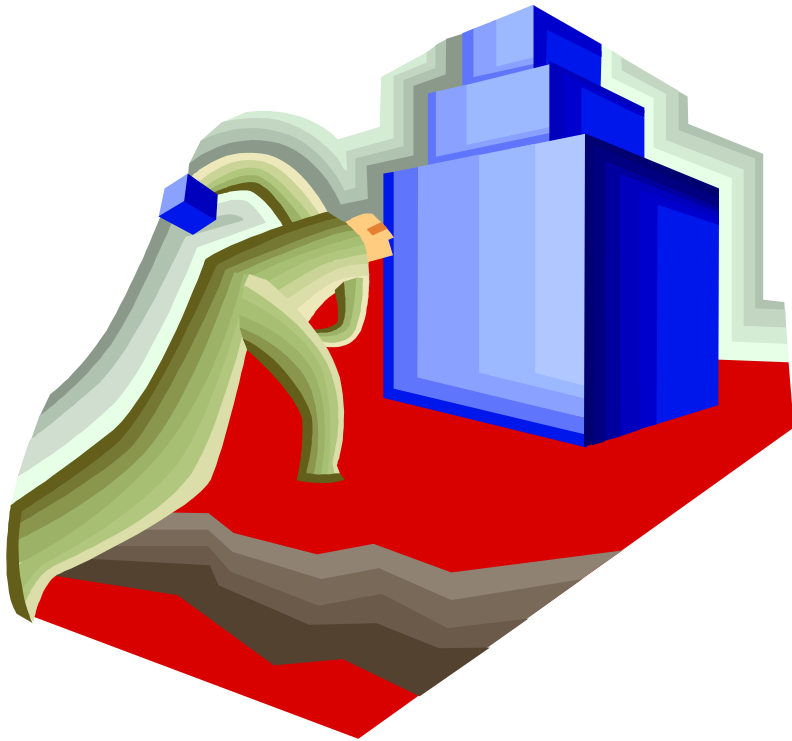


Non Financial Motivation Programmes

NON FINANCIAL MOTIVATION PROGRAMMES

- Employee recognition programmes
- Employee involvement programmes
- Employee participation
- Job enrichment and job excitement
- Delegation

STRATEGIES FOR MOTIVATING SUBORDINATES



Reward risk taking
instead of risk
avoiding

HOW TO CONVERT RISK AVOIDERS INTO RISK TAKERS?

- Teach people that intelligent errors are part of the cost of progress.
- Use yourself as an example.
- Celebrate both successes and setbacks.
- Encourage smart risks, not foolish chances.

STRATEGIES FOR MOTIVATING SUBORDINATES



Reward creativity
instead of
mindless
conformity

HOW TO CREATE A CLIMATE TO ENCOURAGE NEW IDEAS?

- Tolerate failure.
- Create a relaxed informal work environment.
- Encourage competition.

STRATEGIES FOR MOTIVATING SUBORDINATES



- Reward decisive action instead of paralysis by analysis

HELPFUL TIPS FOR TAKING EFFECTIVE DECISIONS

- Write down the decision you have to make as clearly and simply as you can and set a deadline for making it
- If you need to further analyze alternatives, use the balance-sheet approach
- Obtain the best information you can within the time-limits.
- Take action, or reward those who do

STRATEGIES FOR MOTIVATING SUBORDINATES



- Reward smart work instead of busy work

HOW TO CONVERT ACTORS INTO PRODUCERS?

- Make sure to have the right person for the job
- Define each job's limits.
- Beware of procedurists
- If people have finished their work, let them go home

STRATEGIES FOR MOTIVATING SUBORDINATES



Reward
simplification
instead of
needless
complication

STRATEGIES FOR MOTIVATING SUBORDINATES



Reward quietly
effective behaviour
instead of
squeaking joints

HOW TO ENCOURAGE EFFECTIVE BEHAVIOUR

- Seek quiet employees and resolve to spend time encouraging and rewarding them.
- Keep alert for squeaking joints and do not oil them

QUALITIES OF DEPENDABLE EMPLOYEES

- They are rarely, if ever, absent.
- They work well under pressure
- They consistently turn out high-quality work on time
- They do not constantly pester others for advice and guidance.
- They are so quiet and unassuming that one hardly knows they are there except for their good work.
- They produce many more answers than problems.

STRATEGIES FOR MOTIVATING SUBORDINATES



Reward working together instead of working against

How to build good teams?

Create self managed work teams and ensure that:

- Each team is assigned a significant piece of work
- Work environment is arranged to foster plenty of communication and interaction between members of the team
- Jobs should be made interdependent

MOTIVATIONAL TECHNIQUES

- ✓ PRAISE THE WORKERS AND GIVE THEM CREDIT FOR ALL GOOD WORK DONE BY THEM.
- ✓ TAKE A SINCERE INTEREST IN SUB-ORDINATES AS INDIVIDUAL PERSONS.
- ✓ PROMOTE HEALTHY COMPETITION AMONG INDIVIDUAL EMPLOYEES.
- ✓ DELEGATE A SUBSTANTIAL AMOUNT OF RESPONSIBILITY TO THE SUB-ORDINATES.
- ✓ FIX FAIR WAGES, MONETARY INCENTIVES AND GROUP INCENTIVES.
- ✓ FORMULATE A SUITABLE SUGGESTION SYSTEM.
- ✓ IF POSSIBLE PERMIT THE EMPLOYEE'S PARTICIPATION IN MANAGEMENT MATTERS.

- ✓ PROVIDE OPPORTUNITIES FOR GROWTH AND PROMOTION.
- ✓ PROMOTE GOOD AND SATISFYING INTER PERSONAL RELATIONSHIPS AT WORK AND OUTSIDE.
- ✓ JOB ROTATION.
- ✓ PROMOTE GOOD WORKING CONDITIONS LIKE ILLUMINATION, VENTILLATION, AIR CONDITIONING, NOISE FREE, POLLUTION FREE ETC.
- ✓ FORMULATE, FAIR, CLEAR, FIRM AND CONSISTANT MANAGEMENT POLICIES.

THE PROPER PROPORTIONING OF THESE MOTIVATIONAL TECHNIQUES IS THE “ MARK ” OF SKILLFUL ENGINEER.

FACTORS LEADING PRIMARILY TOWARDS MOTIVATION

- **ACHIEVEMENT** : A CONCERN FOR EXCELLENCE, AND PROBLEM SOLVING.
- **AFFILIATION** : A CONCERN TO ESTABLISHING AND AFFECTIONATE RELATIONS WITH OTHERS.
- **POWER** : A DESIRE TO INFLUENCE OTHERS.
- **EXTENSION** : A DESIRE TO BE HELPFUL TO OTHERS.
- **AGGRESSION** : A NEED TO DOMINATE OTHERS AND TO DEMONSTRATE ONE'S OWN STRENGTH.
- **INDEPENDENCE** : A DESIRE TO DO THINGS INDIVIDUALLY.
- **SECURITY** : A NEED TO BE SECURE ABOUT ONE'S OWN LIVING.
- **ACTIVITY** : A DESIRE TO BE CONSTANTLY DOING THINGS.
- **RECOGNITION** : A NEED TO BE RECOGNISED FOR ONE'S ACCOMPLISHMENT.

AND THERE ARE MANY MORE LIKE, **ADVANCEMENT, GROWTH, AUTHORITY AND WORK ITSELF ETC.**

ACTIVITY 1 - MOTIVATION

A number of activities are presented below. You may like some of these and you may not like others. Please go through each item and mark those activities in which you like to be involved (put marks on 1-5 scale for each activity).

Achievement:

- Setting difficult goals for myself
- competing with other colleagues for better performance
- Doing something difficult to prove that I can do it
- Doing things that would help me stand out uniquely
- Taking up things with determination and working towards accomplishing them

Affiliation:

- Meeting a lot of people
- Joining a social club or group
- Inviting people home for tea parties and get-togethers
- Having a lot of friends
- Attending parties and social activities

ACTIVITY 1 - MOTIVATION

A number of activities are presented below. You may like some of these and you may not like others. Please go through each item and mark those activities in which you like to be involved (put marks on 1-5 scale for each activity).

Aggression:

- Getting what I deserve even if I have to fight for it
- Doing something that might provoke criticism
- Arguing with a supervisor or subordinate
- Teasing someone who is conceited
- Annoying people I don't like

Extension:

- Helping someone in trouble even if I have to go out of my way
- Taking personal care of workers and their problems
- Fighting for national goals
- Sacrificing things for the sake of others
- Consoling someone who is disturbed

ACTIVITY 1 - MOTIVATION

A number of activities are presented below. You may like some of these and you may not like others. Please go through each item and mark those activities in which you like to be involved (put marks on 1-5 scale for each activity).

Dependence:

- Doing tasks my supervisor ask me to do
- Pleasing my supervisors
- Observing the rules and regulations outlined for me very strictly
- Checking things with superiors before I make decisions
- Consulting people for most of the decisions

Control:

- Having workers who do whatever I ask them to do
- Getting people to accept my point of view
- Framing rules and regulations
- Demonstrating my knowledge and sharing it with others
- Controlling workers through various techniques

MOTIVE PROFILE

VERY HIGH	5	-	-	-	-	-	-
HIGH	4	-	-	-	-	-	-
MODERATE	3	-	-	-	-	-	-
LOW	2	-	-	-	-	-	-
VERY LOW	1	-	-	-	-	-	-
		Achievement (1 – 5)	Affiliation (6- 10)	Aggression (11 – 15)	Extension (16 – 20)	Dependence (21- 25)	Control (26-30)

ANALYSIS

HIGH SCORES ON ACHIEVEMENT AND EXTENSION ARE DESIRABLE FOR YOUR OWN EFFECTIVENESS AND THE GOOD OF YOUR ORGANISATION.

A **HIGH SCORE ON AGGRESION** IS WELCOME THING.

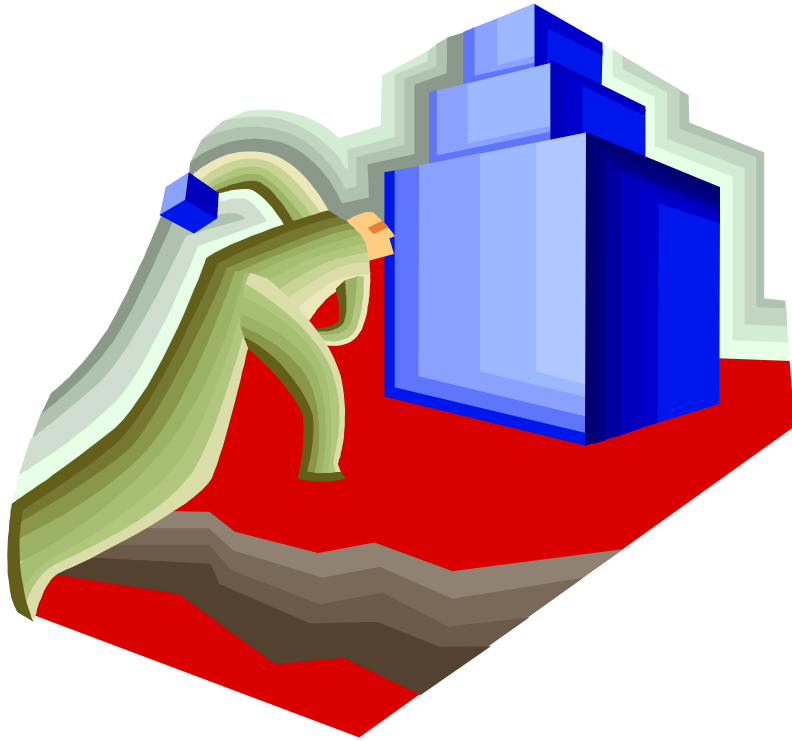
A **MODERATE DEGREE OF AFFILIATION** MAY BE GOOD BUT TOO MUCH OF IT MAY INDICATE YOUR TENDENCY TO VALUE RELATIONSHIP MORE THAN TASKS (or) WORK.

A **HIGH DEPENDENCY NEED (or) CONTROL NEED** MAY BE INDICATIVE OF YOUR PREFERENCE FOR RULES, REGULATIONS AND CONTROL. THESE CAN HAVE BOTH POSITIVE AND NEGATIVE EFFECTS. YOU MAY REFLECT ON THIS.

The test is meant only to give you a feel of how different motives operates.

Remember

- Six important words are **“I admit I made a mistake”**
- Five important words are **“You did a good job”**
- Four important words are **“What is your opinion?”**
- Three important words are **“Let’s work together.”**
- Two most important words are **“Thank you”**
- Single most important word is **“We”**.



Be a good
motivator

THANK YOU

ACTIVITY 2 - MOTIVATION

Fill up the blanks with suitable MOTIVES given below:

(Aggression, Security, Activity, Independence, Extension, Affiliation, Achievement, Power)

- Mr. M involves himself in very few activities. Whatever he does, he does it exceedingly well. He is always the first to arrive at the office. As a school boy also he always strived to be first. (Motive is _____).
- Mr. N likes friends. Whenever he has time he likes to visit friends. In the office he has a group of people round him during lunch hours and tea breaks. It is rare to see him alone while coming to or leaving the office. He is always with someone. (Motive is _____).
- Mr. O is a fighter. There is hardly any one in the office who has not been hurt by his comments. Sometimes in the villages he has visited, he has been involved in physical fights. (Motive is _____).
- Recently Mr. P is very depressed. His productivity is coming down. He is always worried about the future of his children. He is 35 years old with three children. He is looking for a permanent job. (Motive is _____).

- Mr. Q loves music. He works in a family planning organization. He brings his transistor radio to the office to listen to music during leisure hours and breaks. He has been insisting that the best way to disseminate family planning education is through audio-visual aids and particularly through movies. He has recently organized a series of dance programs in his family planning campaigns. He is a very active person. He is doing something or the other all the time. In the office he never relaxes. (Motive is _____).
- Mr. R is considered a leader in the village where he lives. He is there to help any family in trouble. People keep consulting him. He also takes the needy to hospital, reads and writes letters for them, discusses political affairs and so on. He is also considered a leader in the organization. He does more than what his job demands. (Motive is _____).
- Mr. S is argumentative. His standard response to any direction by his boss' is "What is the use of this?" or "Can you give me more information?" He likes to explore and discover many things before he does anything. His superiors are getting fed up with him because he tries to act like their boss. (Motive is _____).
- Mr. T likes to argue. But he is willing to listen. In meetings he puts forth his points clearly. His points are considered most influential and he has a knack of getting others do whatever he wants them to. (Motive is _____).