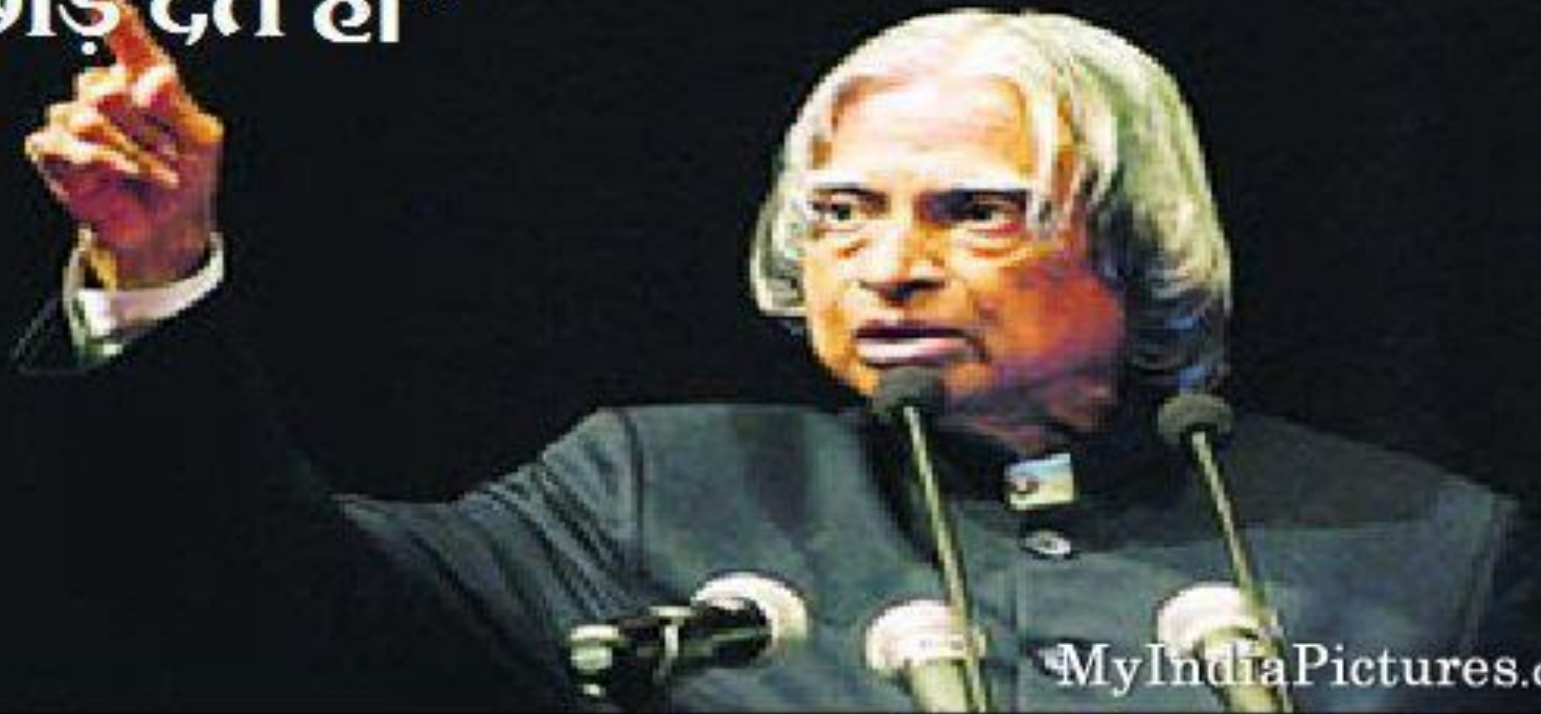


Motivation.

- The force that moves people to initiate, direct, and sustain behavior and action.
- Performance – determined by 3 factors.
- Ability.
- Environment.
- Motivation.
- Motivation factors differs from person to person.

“इंतजार करने वालों को सिर्फ उतना ही मिलता है, जितना कोशिश करने वाले छोड़ देते हैं।”



MyIndiaPictures.com

- If you do not hope, you will not find what is beyond your hopes.

St. Clement of Alexandra

- The only way of finding the limits of the possible is by going beyond them into the impossible.

Arthur C. Clarke

- Without inspiration the best powers of the mind remain dormant. There is a fuel in us which needs to be ignited with sparks.

Johann Gottfried Von Herder

**Knowing is not enough;
we must apply.
Willing is not enough;
we must do.**

Author: Johann Wolfgang von Goethe

<http://www.gutenberg.org/files/10400/10400-h/10400-h.htm>

- Do not wait to strike till the iron is hot; but make it hot by striking.

William B. Sprague

- Do not follow where the path may lead.
Go instead where there is no path and leave a trail.

Harold R. McAlindon

- Leadership: The art of getting someone else to do something you want done because he wants to do it.

Dwight D. Eisenhower

- **If your actions inspire others to dream more, learn more, do more and become more, you are a leader.**

John Quincy Adams

- Hope is like the sun, which, as we journey toward it, casts the shadow of our burden behind us.

Samuel Smiles

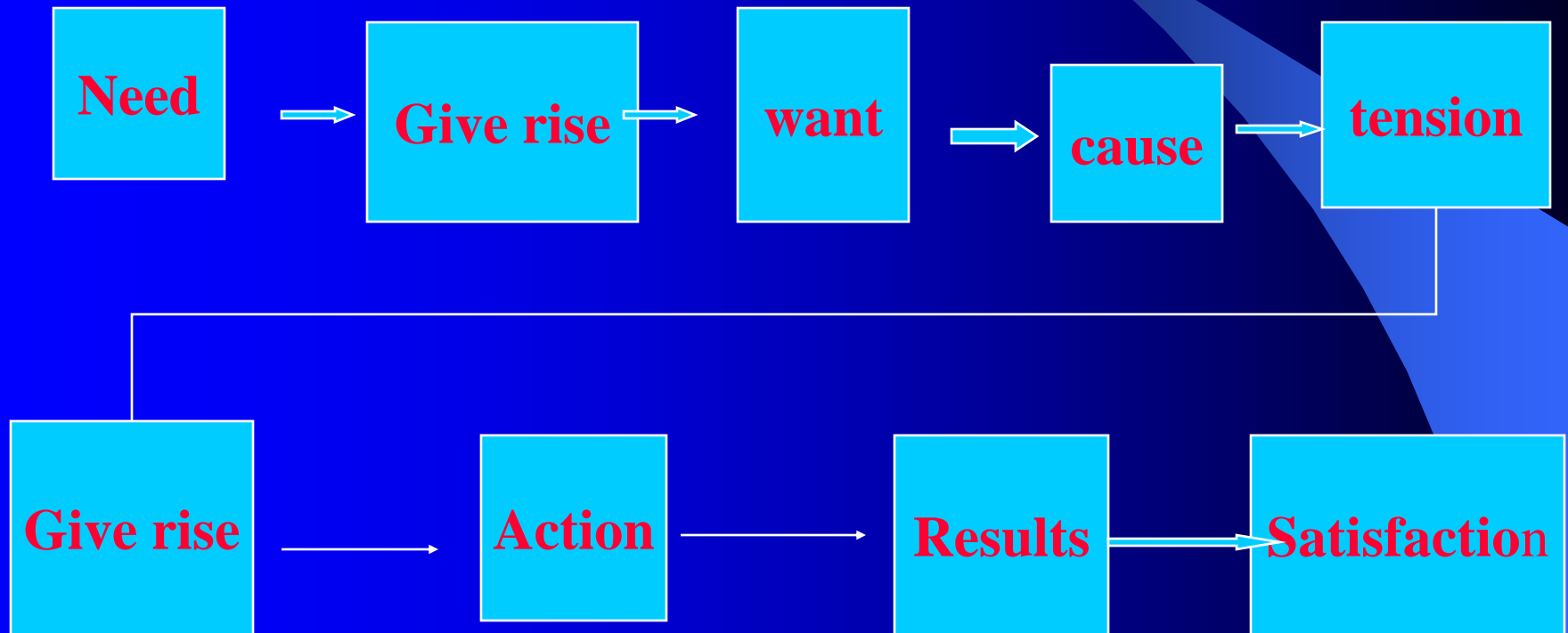
अख़बार बेचने वाला अब्दुल अगर
आसमान छूने की ज़िद ना रखता, तो
ऐ.पी.जे. कलाम कैसे बनता.





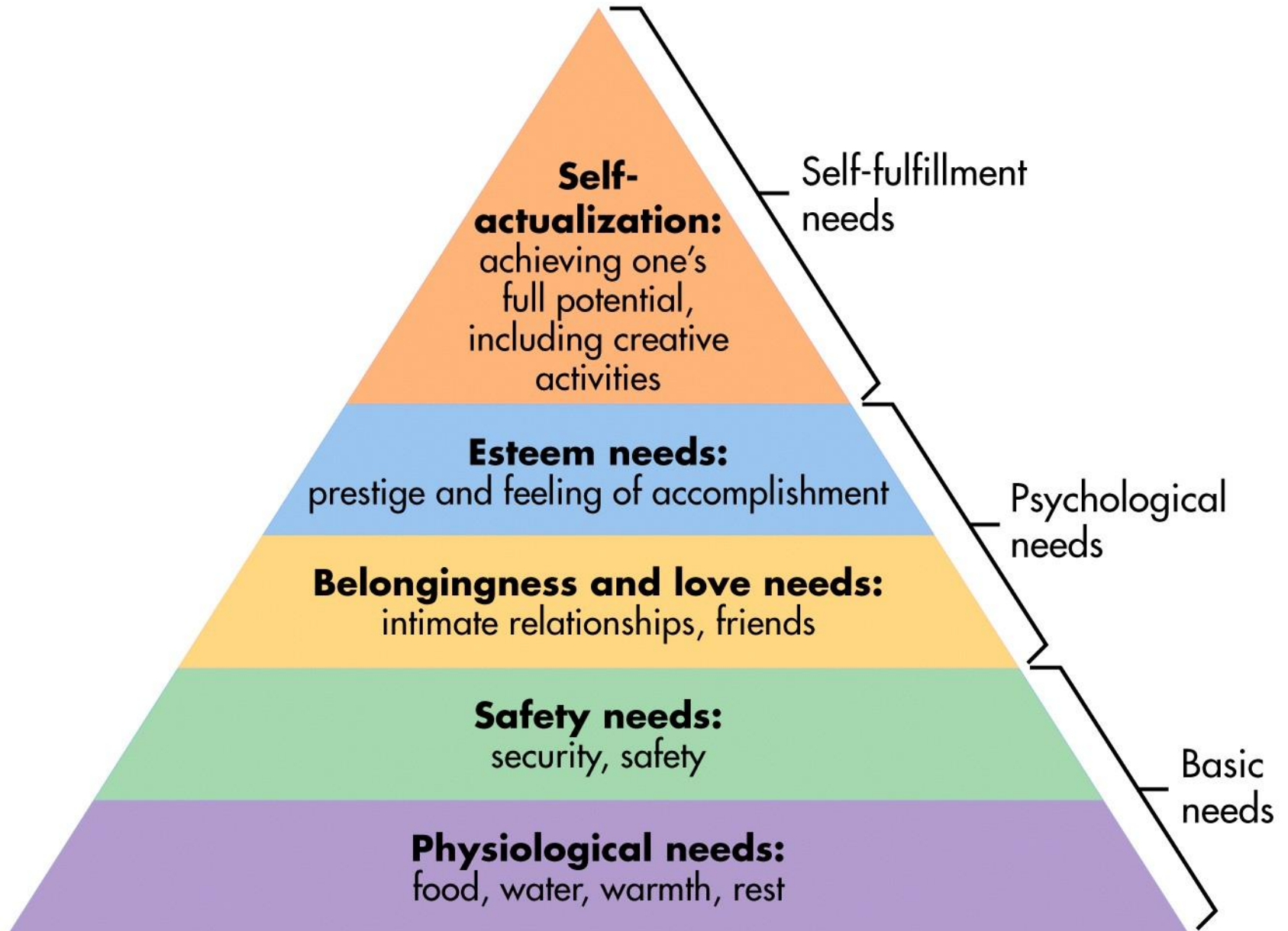
सपने वो सच नहीं होते
जो सोते वक्त देखे जाते है
सपने वो सच होते है
जिनके लिये आप सोना
छोड़ देते है

Need- Want-satisfaction- Chain



Motives

- **Primary motives** - physiological, (hunger, thirst).
- **General motives** - stimulus motives – curiosity, manipulation, desire to be active.
- **Secondary motives** - higher needs such as. Need for achievement, need for power need for status, need for security.



Herzberg's Two Factor Theory

- He analyzed what turns you on, when did you **feel** good about your job, when did you feel exceptionally bad about your job.
- He called satisfiers as motivators and dissatisfiers as hygiene factors.(These factors can be prevented).

Contd.

- **Hygiene factors.**

- Company policy, administration.
- Supervision.
- Salary.
- Interpersonal relationship, boss.

- **Motivators.**

- Achievement.
- Recognition.
- Work itself.
- Responsibility.
- Advancement.

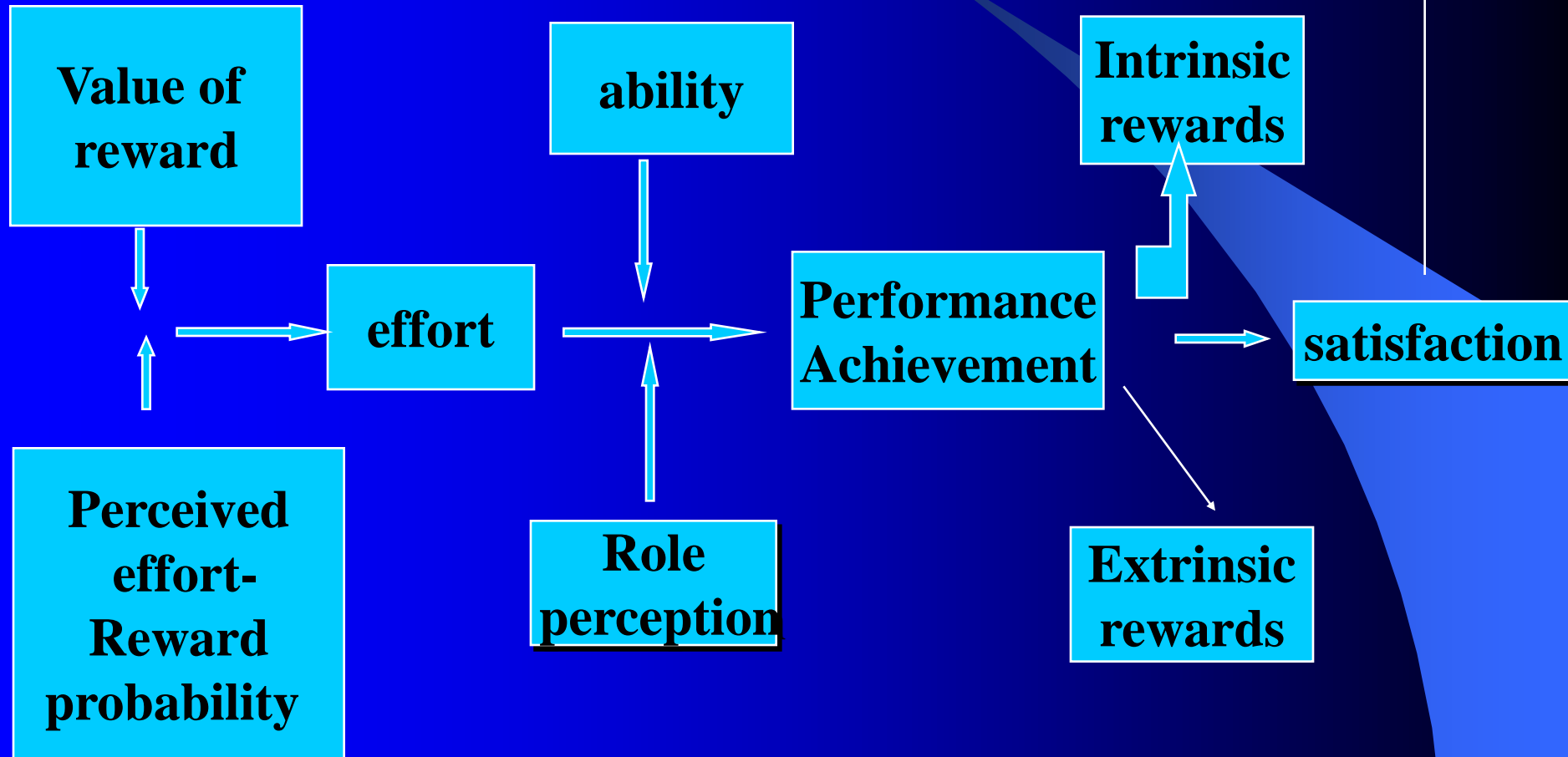
Vroom's Expectancy Theory

- Contends that before people are motivated to act, they consider whether they have the ability and whether their effort will bring desired result.
- People ask can I succeed? If they do not believe their effort will lead to high performance then their expectancy is low.
- Therefore such people need training, support, realistic goal, Morally boost up

Contd.

- People consider what outcome if they succeed? Will they be rewarded? If not then do not perform. If yes then high performance.
- Therefore managers should make clear explicit connection between performance and rewards.
- Rewards should be delivered timely.

The Porter- Lawler Model



Contd.



Equity Theory

This theory argues that a major input into job performance and satisfaction is the **degree of equity or inequity** that people perceive in their work situation

Control Theory

- It relates to the degree individual perceive they are in control of their job.
- Those who have this belief tolerate unpleasant event and experience less stress.

Motivational Technique

- Money.
- Participation.
- Quality of working life.
- Job enrichment-.
 - Giving worker freedom of work method.
 - Giving feeling of responsibility.
 - Make sure worker can see their contribution. To finished product.
 - Give feedback.

Systems Approach to Motivation

- Given complexity of motivating people risk of failure exists if only one motivator is applied.
- Each persons capability are different. So as a manager you have to design a climate that arouse motivation.

हर व्यक्ति प्रतिभाशाली होता है, परंतु यदि आप मछली को उसकी पहाड़ पर चढ़ पाने की क्षमता से आंकेगे तो वह जीवन भर स्वयं को नालायक ही मानती रहेंगी

Leadership

- “To be a leader you must lead human beings with affection,”

J.R.D. Tata.

Cont.

Leadership is the ability to influence and to motivate others to achieve organizational goal.

Leader must install values – concern for quality, honest and risk taking.

Art of Leadership Skill

- 4 major ingredient.
- Ability to use power effectively.
- Ability to comprehend human behaviour.
- Ability to inspire.
- Ability to develop healthy climate.

Contd.

- **Power-**.

- Legitimate power. Rules, authority.
- Reward power .
- Coercive(compel) power.
- Information power.
- Expert power.

Contd.

- **Understanding human** - place, culture, needs of people.
- **Ability to inspire** - personal example, courage, confidence (union leaders and staff test your confidence initially).
- **Healthy climate** – generate openness, avoid instilling fear.

Theories of Leadership.

- Trait theory.
- Behavioral theory.
- Contingency theory.

Trait Theory

- Traits of well known leaders studied.
- Following are effective –
 - Adaptable to situations.
 - Ambitious.
 - Cooperative.
 - Decisive.
 - Confident
 - Diplomatic and tactful
 - Creative.

Behavioural Theory

- Researchers examined behaviours or actions that separated effective leaders from ineffective.

Contd.



Contingency Theories

- These are situational theories suggesting that effective leadership is dependant on the situation.
- Fiedler model.
- Path-goal theory.
- Henry – Blanchard theory.

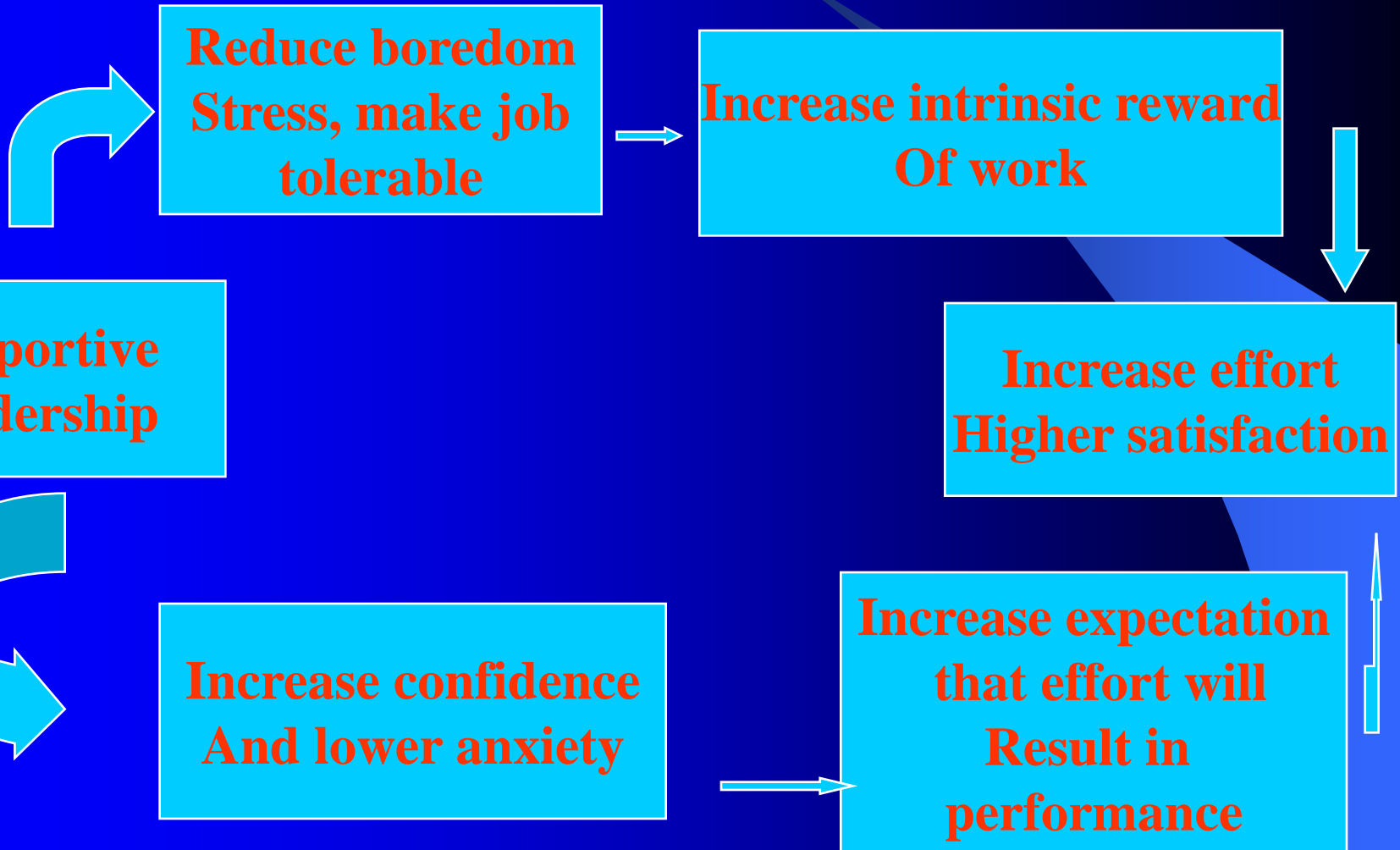
Fiedler Model

- Leadership approach varies according to situation.
- Three variables-.
 - **Leader member relation** – if trust between them then team works.
 - **Task situation** – if task well defined then production improves.
 - **Position power** – authority of leader to hire fire punish reward.

Path- Goal Theory

- Leader effectiveness depends on his ability to motivate and satisfy employees.

Contd.



Henry-Blanchard situational theory

- States that leader behaviour should be altered according to employees readiness to perform task.
- 4 behaviours –
 - Delegating.
 - Participating.
 - Selling.
 - Telling.

•This study recognizes two independent leader behaviour.

•Task behaviour- occurs when leader spell out specific work responsibility of an individual or group.

•Relation ship behaviour is the extent to which leader listen to and communicate with the employees coupled with degree of support they show for employee effort.

Current Trend in Leadership

- Transactional leadership
- Transformational leadership

Contd.

- **Transactional.**
- Manager motivates employees to perform as expected by task clarification, reward.
- **Transformational.**
- Approach in which employee is motivated to do more than expected and therefore achieve superior performance.

Contd.

- Transformational leader are charismatic
- Communicate clear and compelling vision
- Appeal to higher level of motivation
- Build trust by personal behaviour ethical value

Thank You