

MOTIVATION



DEFINITION

Motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour

- **Kelly (1974)**

OR

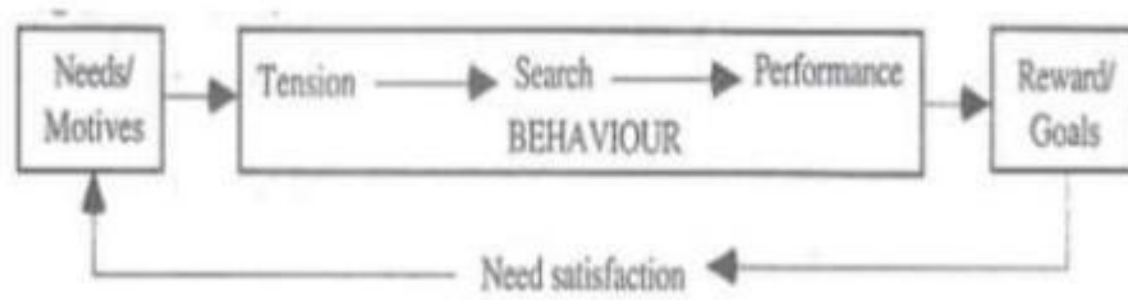
Motivation refers to 'the wilful desire to direct one's behaviour toward goal'

- **Middlesmist and Hitt (1981)**

NATURE OF MOTIVATION

- ▶ Based on motives
- ▶ Goal directed behaviour
- ▶ Related to satisfaction
- ▶ Person is motivated in totality
- ▶ Complex process

MOTIVATION PROCESS



TYPES OF MOTIVATION

The Two Main Categories of Motivation

Different types of motivation fall into two main categories.

1. Intrinsic Motivation

Intrinsic motivation is a type of motivation in which an individual is being motivated by internal desires.

2. Extrinsic Motivation

Extrinsic motivation, on the other hand, is a type of motivation in which an individual is being motivated by external desires.

Minor Forms of Motivation

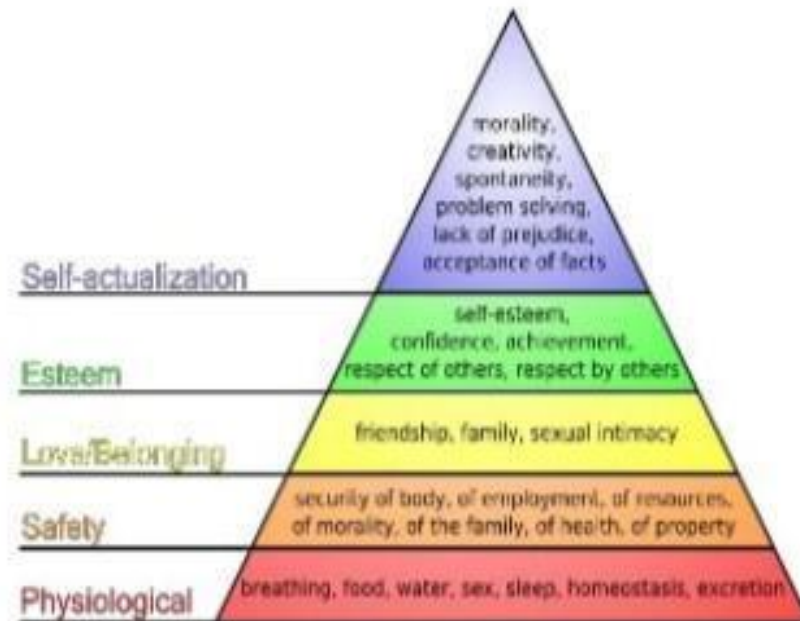
3. Reward-Based Motivation
4. Fear-Based Motivation
5. Achievement-Based Motivation
6. Power-Based Motivation
7. Affiliation Motivation
8. Competence Motivation
9. Attitude Motivation

THEORIES OF MOTIVATION

Hertzberg's Two-Factor Theory

- ▶ **Motivator factors** – Simply put, these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognised and career progression.
- ▶ **Hygiene factors** – These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

2. Maslow's Hierarchy of Needs

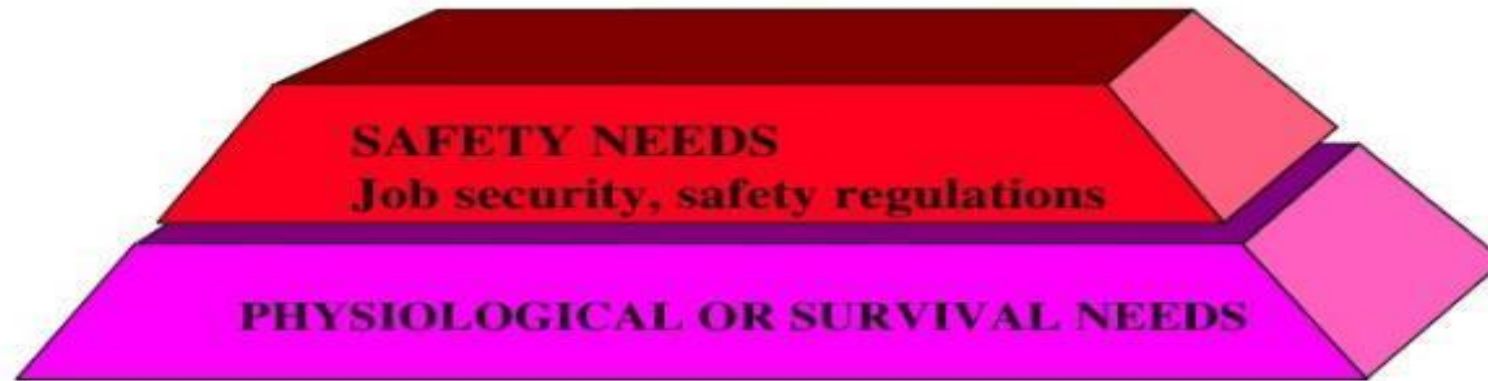


Maslow's Hierarchy of Needs

**MOST NEEDS HAVE TO DO WITH
SURVIVAL PHYSICALLY AND
PSYCHOLOGICALLY**



Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs



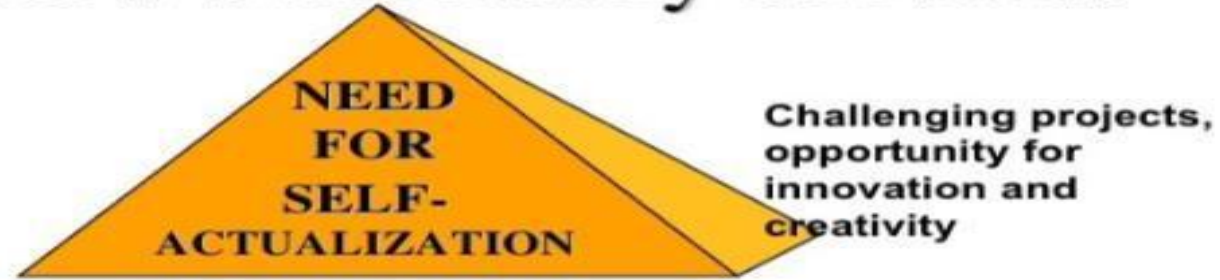
Maslow's Hierarchy of Needs



**MASLOW EMPHASIZES NEED FOR SELF
ACTUALIZATION IS A HEALTHY
INDIVIDUAL'S PRIME MOTIVATION**

**It explains why people write poetry, plays, book and
music, play music, act in films, take up hobbies, climb
mountains, take part in charity activities, etc.**

Maslow's Hierarchy of Needs



**MASLOW EMPHASIZES NEED FOR SELF
ACTUALIZATION IS
A HEALTHY INDIVIDUAL'S PRIME
MOTIVATION**

**SELF-ACTUALIZATION MEANS
ACTUALIZING
ONE'S POTENTIAL BECOMING ALL ONE IS
CAPABLE OF BECOMING**

The hierarchy is made up of 5 levels

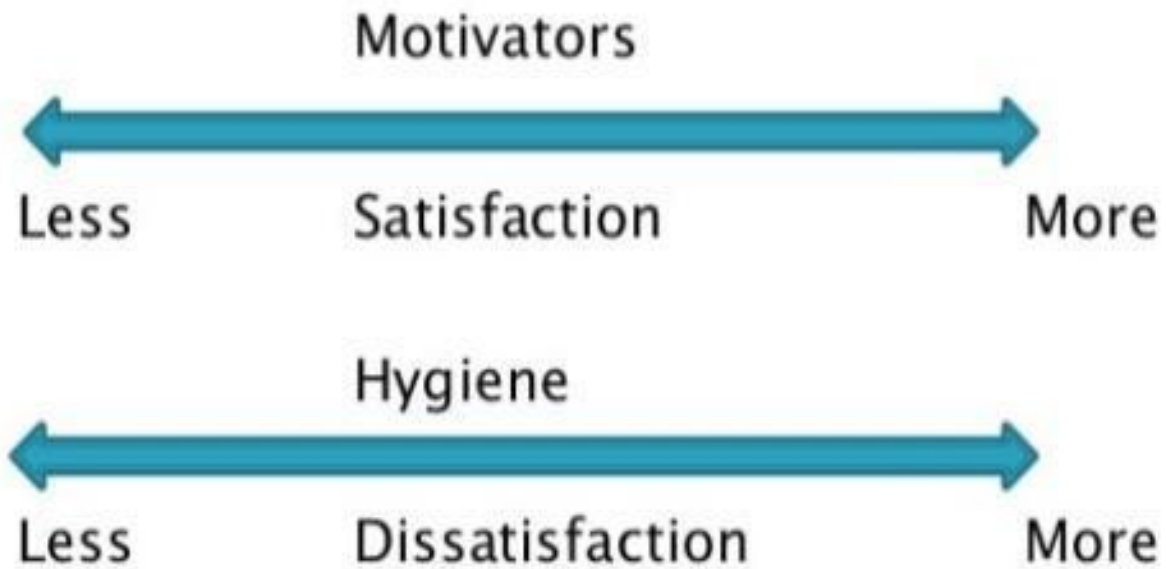
1. **Physiological** – these needs must be met in order for a person to survive, such as food, water and shelter.
2. **Safety** – including personal and financial security and health and wellbeing.
3. **Love/belonging** – the need for friendships, relationships and family.
4. **Esteem** – the need to feel confident and be respected by others.
5. **Self-actualisation** – the desire to achieve everything you possibly can and become the most that you can be

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Two factor theory



Hygiene:

This factor has the affect to reduce motivate workers. The hygiene factors affect the conditions of the workplace. If the hygiene in the area is not adequate then workers might not want to work.

Hygiene Factors includes:-

- ❖ Pay
- ❖ Company Policy
- ❖ Working Conditions
- ❖ Fringe Benefits
- ❖ Interpersonal relations

Motivation:

A sense of achievement meaning employees will know that because of their hard work the business is going forward. Recognition of workers contribution meaning the owner will give credit to the workers, making them feel good about themselves

Motivational Factors Includes:-

- ❖ Achievement
- ❖ Recognition
- ❖ Interesting Work
- ❖ Increase Responsibility
- ❖ Growth

Maslow theory Vs Herzberg Two factor theory

- Maslow's theory is based on the hierarchy of human needs
- Maslow's theory is rather simple and descriptive
- Maslow's theory is most popular and widely cited theory of motivation and has wide applicability.
- According to Maslow's model, any need can act as motivator provided it is not satisfied or relatively less satisfied.
- Herzberg refers to hygiene factors and motivating factors in his theory
- Herzberg's theory is more prescriptive
- Herzberg's theory is an extension of Maslow's theory of motivation. Its applicability is narrow.
- In Herzberg theory, hygiene factors do not act as motivators. Only the higher order needs act as motivators

BENEFITS OF MOTIVATION

- ▶ 1. Need satisfaction
- ▶ 2. Job satisfaction
- ▶ 3. Productivity
- ▶ 4. Learning
- ▶ 5. Discipline

CREATING MOTIVATING CLIMATE:

For proper motivation among employees, the manager has to create:

- ▶ Conditions where workers energies are not extended totally in meeting their basic needs.
- ▶ A climate for inter-dependent work rather than dependency.
- ▶ A competitive climate through recognition of good work
- ▶ A productive climate through personal example
- ▶ A climate approach and problem-solving rather than avoidance
- ▶ Motivate individually through guidance and counselling

ROLE:

- ▶ Recognize each worker as a unique individual who is motivated by different things.
- ▶ Identify the individual and collective value system of the unit; and implement a reward system that is consistent with those values.
- ▶ Identify unmet needs that can cause dissatisfaction
- ▶ Encourage workers to stretch themselves in an effort to promote self-growth and self-actualization.
- ▶ Encourage monitoring, sponsorship and coaching with subordinates.
- ▶ Devote time and energy to create an environment that is supportive and encouraging to the discouraged individual.

CO-ORDINATION & CONTROL

Co-ordination

Introduction

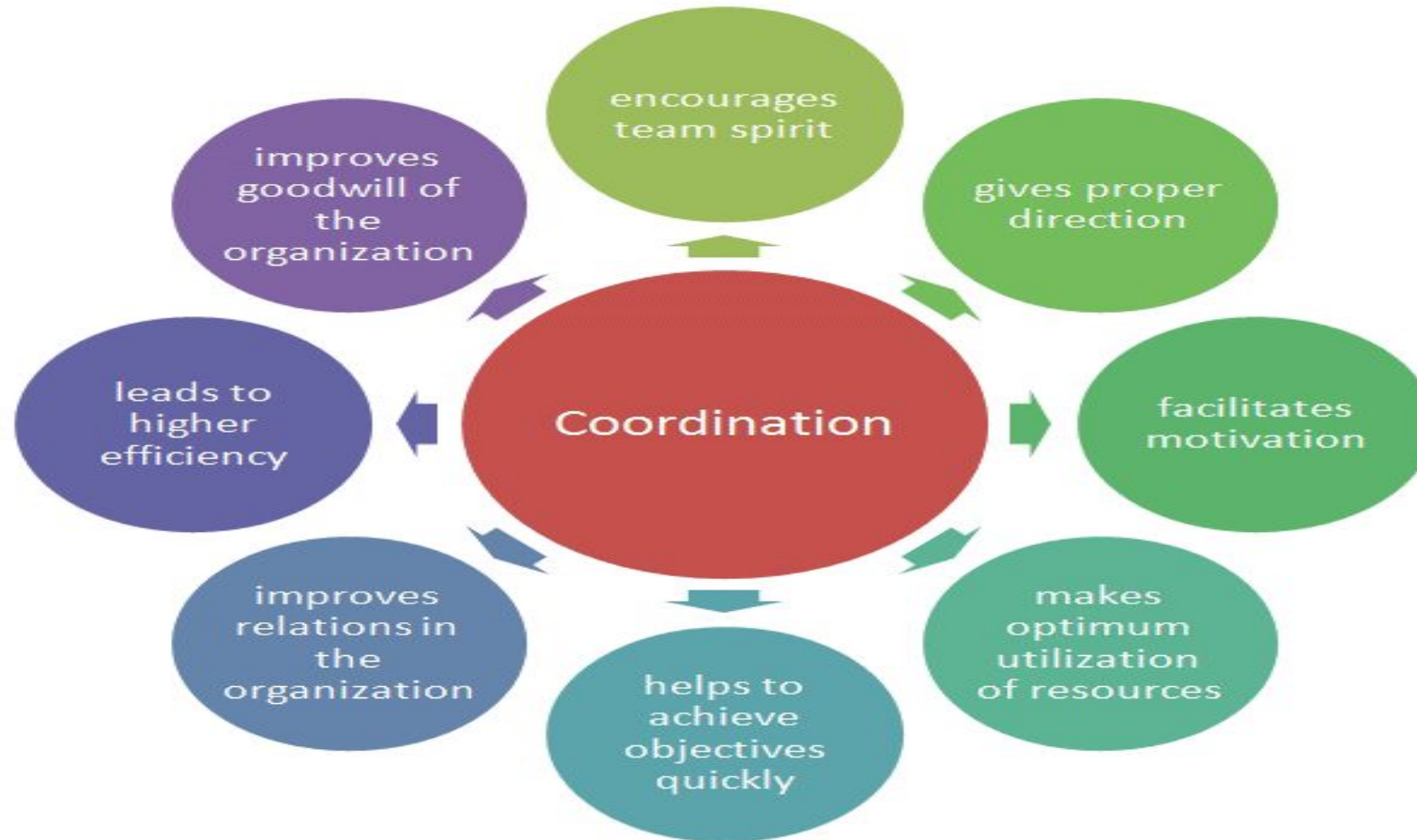
Coordination is one of the important management functions that helps to develop a harmonious relationship among different types of activities of different organizations. Through proper coordination program targets can be achieved smoothly and easily.

DEFINITIONS

MOONEY & REILEY, “Co ordination is the orderly arrangement of group efforts to provide unity of action in pursuit of a common purpose.”

HAIMANN, “Co ordination is the orderly synchronization of efforts of the subordinates to provide the proper amount, timing and quality of execution, so that their unified efforts leads to the stated objectives, namely, the common purpose of the enterprise.”

IMPORTANCE



FEATURES OF CO-ORDINATION

Higher degree of coordination ,
higher will be possibility of
achieving organisational
objectives

Relevant only
for group
efforts

streamline
performances
of various
functions &
integrate
individual efforts

Responsibility
of managers

Continuous &
group efforts

PRINCIPLES OF CO-ORDINATION

Principles of coordination

(Mary Parker Follett, American sociologist, management consultant, and political philosopher)

Early Start

Direct
Contact

Reciprocal
Relationship

Continuity

▶ **Early Beginning:**

Co-ordination can be achieved more readily at the initial stages of planning and policy-making. Therefore, direct contact must begin in the very early stages of the process. If an order for the supply of a particular goods has been booked and the raw materials to produce them are not available, there will be trouble.

Contact among the purchasing manager, production manager and sales manager at an early stage would have made it possible to know whether the order could be executed.

▶ **Direct Contact:**

Co-ordination should be attained by direct contact with the parties concerned. Direct personal communications bring about agreement on methods, actions and ultimate achievement. It also eliminates red-tapeism and ensures prompt action. Direct contact is an effective means of co-ordination.

▶ **Reciprocal Relationship:**

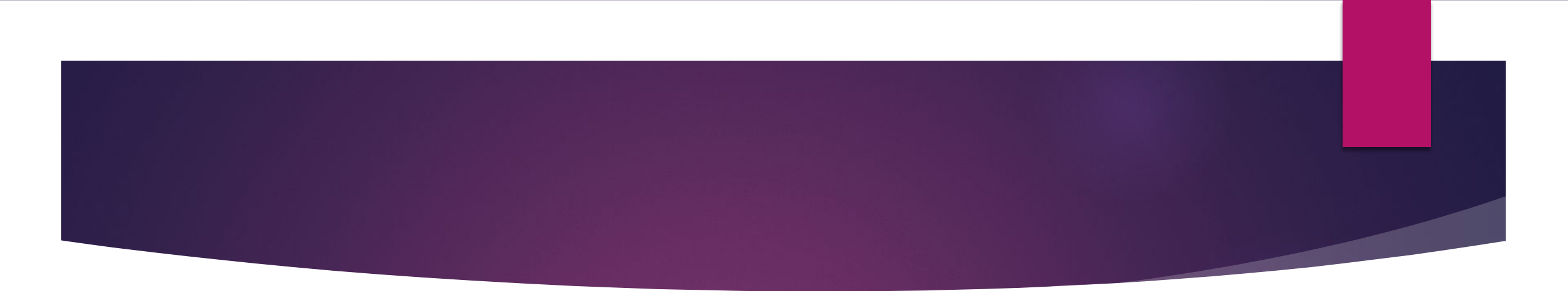
Co-ordination should be regarded as a reciprocal relating to all factors in a situation, viz. production, sales, finance, men, and management. For example, when 'P' works with 'Q' and 'Q' in turn, works with 'R' and 'S' each of the four finds himself influenced by the others.

▶ **Continuity:**

Co-ordination must be maintained as a continuous process. It starts from planning and ends when the objective is accomplished. Whenever there is division and distribution of functions among the managers and departments, co-ordination is necessary. Every time a new situation arises, a fresh effort of co-ordination is needed. So, the manager must constantly work at it until the purpose is served.

Techniques of Coordination:

- ▶ **Simplified Organisation:** clear-cut organisation structure and procedures that are well-known to all concerned will ensure co-ordination. Organisational procedures should cover all activities and each person must be given to understand what he is responsible for and how his work is related to that of other individuals.
- ▶ **Harmonized Programmes and Policies:**The plans prepared by different individuals or divisions should be checked up to ensure that they all fit together into an integrated and balanced whole. The coordinating executive must ensure that all the plans add up to a unified programme.
- ▶ **Well-designed Methods of Communication:**Good communication brings about proper co-ordination and helps the members of a business organisation to work together. Flow of communication in all directions will facilitate co-ordination and smooth working of the enterprise.

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- ▶ **Special Coordinators**: A co-ordination cell may also be created. The basic responsibility of the cell is to collect the relevant information and to send this to various heads of sections or departments so that inter-departmental work and relationship are co-ordinated.
 - ▶ **Group Discussion**: Group discussion is the other tool for co-ordination. It provides opportunities for free and opens exchange of views and inter-change of ideas, problems, proposals and solutions. Face-to-face communication enables the members to attain improved understanding of organisation-wide matters and leads to better co-ordination.

CONTROL

Control - Definitions

Control is the regulation of organisational activities in such a way as to facilitate goal attainment.

(Griffin, 2012)

Control refers to the systematic process of regulating organisational activities to make them consistent with the expectations established in plans, targets and standards of performance.

(Daft, 2012)

PROCESS OF CONTROL



IMPORTANCE

- ▶ **Accomplishing Organisational Goals:**

The controlling process is implemented to take care of the plans. With the help of controlling, deviations are immediately detected and corrective action is taken. Therefore, the difference between the expected results and the actual results is reduced to the minimum. In this way, controlling is helpful in achieving the goals of the organisation.

- ▶ **Judging Accuracy of Standards:**

While performing the function of controlling, a manager compares the actual work performance with the standards. He tries to find out whether the laid down standards are not more or less than the general standards. In case of need, they are redefined.



▶ **Making Efficient Use of Resources:**

Controlling makes it possible to use human and physical resources efficiently. Under controlling, it is ensured that no employee deliberately delays his work performance. In the same way, wastage in all the physical resources is checked.

▶ **Improving Employee Motivation:**

Through the medium of controlling, an effort is made to motivate the employees. The implementation of controlling makes all the employees to work with complete dedication because they know that their work performance will be evaluated and if the progress report is satisfactory, they will have their identity established in the organisation.



▶ **Ensuring Order and Discipline:**

Controlling ensures order and discipline. With its implementation, all the undesirable activities like theft, corruption, delay in work and uncooperative attitude are checked.

▶ **Facilitating Coordination in Action:**

Coordination among all the departments of the organisation is necessary in order to achieve the organisational objectives successfully. All the departments of the organisation are interdependent.

ESSENTIALS OF EFFECTIVE CONTROL

- ▶ **Simplicity**: A good control system must be simple and easily understandable so that all the managers can apply it effectively.
- ▶ **Objectivity**: The standards of performance should be objective and specific, quantified and verifiable.
- ▶ **Promptness**: The control system should provide information soon enough so that the managers can detect and report the deviations promptly and necessary corrective actions may be taken in proper time.
- ▶ **Economy**: The control system must justify the expenses involved.
- ▶ **Flexibility**: It should be adaptable to the new developments. Flexibility in control system can be introduced by making alternative plans.
- ▶ **Accuracy**: The control system should encourage accurate information in order to detect deviations. The technique of control used should be appropriate to the work being controlled.
- ▶ **Suitability**: Control must reflect the needs and nature of the activities of the organisation, The control system should focus on achieving the organisational goals.



**Thank
You!!!**

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