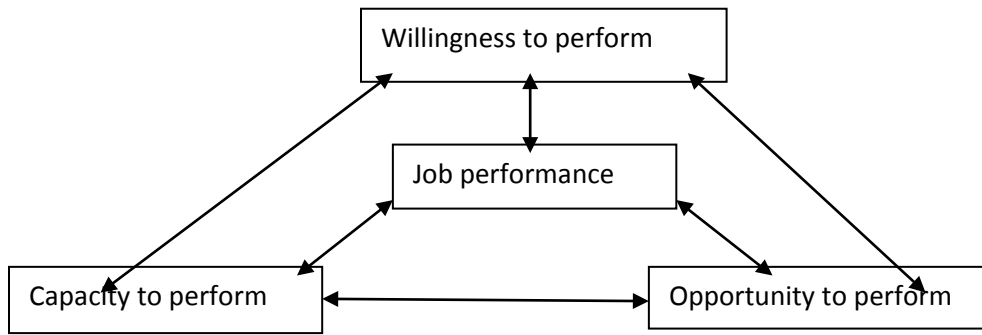


Unit 8: Motivation (Show willingness to do the work)

Determinants of job performance



Motivation is the degree to which an individual both desires and willing to exert effort towards attaining job performance.

According to Stephen P. Robbins: “motivation is the process that account for an individual’s intensity, direction and persistence of effort toward attaining a goal”

-intensity: how hard a person tries?

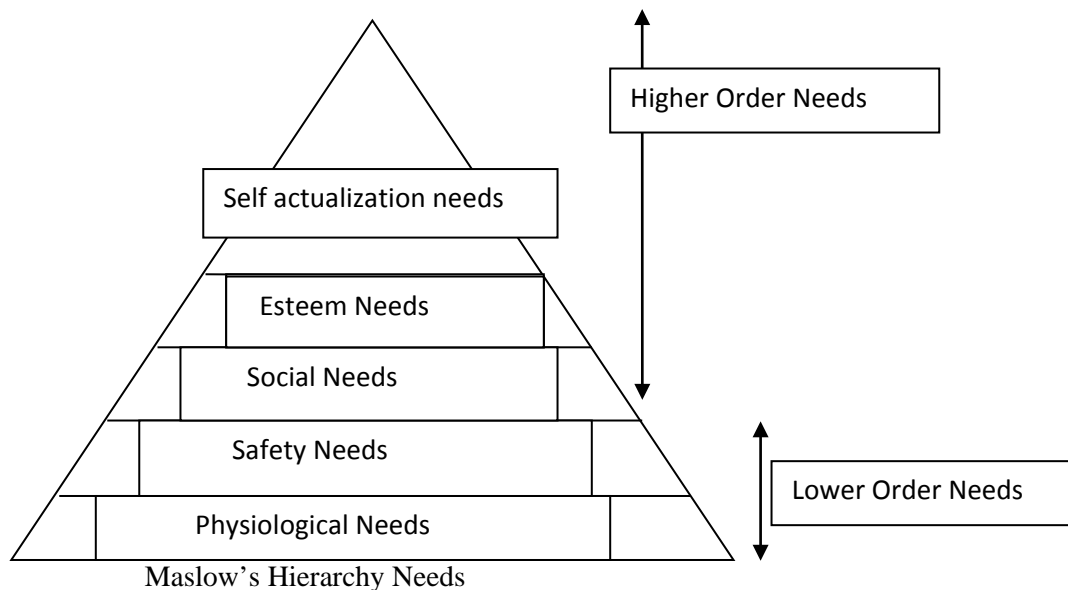
-direction: which way to decide?

-persistence: how long a person will continue to devote effort?

* Needs: The deficiencies that an individual experiences at a particular point of time.

Theories of motivation:

- A. Maslow’s Hierarchy of Needs (Abraham Maslow): Maslow hypothesized that within every human being, there exists a hierarchy of five needs.
 - a. Physiological: Includes hunger, thirst, shelter, sex and other bodily needs.
 - b. Safety: Security and protection from physical and emotional harms.
 - c. Social: Affection, belongingness, acceptance and friendship.
 - d. Esteem: Internal factor such as self respect, autonomy and achievement and external factors such as status, recognition and attention.
 - e. Self- actualization: Drive to become what one is capable of becoming: includes growth, achieving one’s potential and self fulfillment.



Maslow separated the five needs into higher and lower orders.

1. Lower order needs: The needs that are satisfied externally and lower order needs, such as physiological needs, and safety needs.
 2. Higher order needs: The needs that are satisfied internally, such as social, esteem and self-actualization needs.
- B. Herzberg's Two factor Theory (Motivation –Hygiene theory)(Friderick Herzberg)

{According to Herzberg, the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction.}

Psychologist Friderick Herzberg proposed the two factor theory believing that an individual's relation to work in basic and one's attitude toward work can very well determine success or failure. This theory has emphasized the role of two set of factors.

- a. Hygiene factors (maintenance factors/job context): This factors results in dissatisfaction when they are not present but this do not necessarily motivated employees. E.g. Salary, job security, working condition, status, company procedure, technical supervision interpersonal relation among superior, peer and subordinates.
- b. Motivating factors (job content): This factor satisfies the employee's needs for self actualization. E.g. achievement, recognition, responsibility, advancement, the work itself, the possibility of the personal growth.(it is the outcome of the job)

Satisfaction –no satisfaction

Dissatisfaction –no dissatisfaction.

What the person want from their job?

What situation they felt good and bad about the job?

Comparison between Maslow and Herzberg Model:

Fig from Prem sir book:

Maslow's theory implied the employees could be motivated to perform when their job allowed them opportunities to satisfying any of their dominant need. However Herzberg found that all job factors didn't have the same effect on the needs of the employees.

Reward system to motivate Performance (compensation on contribution):

Reward is defined as the material and psychological payoffs for performance tasks in the work place.

According to Decenzo and Robbins: "reward refers to the total compensation system that involves the assessment to employee's contribution in order to distribute fairly and equitably direct and indirect organizational rewards in exchange for those contribution."E.g. bonus, salary, recognition, promotion, profit sharing etc.

Reward is categorized into two groups:

1. Intrinsic reward: The rewards which are in internal to the job itself and can be satisfied with feeling of accomplish, challenge and being a citizen of the organisation. E.g. opportunity to work, responsibility, recognition, job freedom etc.
2. Extrinsic reward: The rewards which are the result of management policies and practices and are external to the job are extrinsic reward. E.g. promotion, commission, fringe benefits, working condition etc.

In an organization reward system must be effective to motivate the employees towards work. Thus, reward system should satisfy the following condition to be an effective.

- i. The reward must satisfy the needs
- ii. One must believe that effort will lead to reward.
- iii. Reward must be equitable.
- iv. Reward must be linked with performance.

Motivation through employees' participation

Employee's participation is one of the management techniques to motivate employees towards the work. It includes employee involvement, workplace democracy, and empowerment and employee ownership.

Benefits of participative management:

1. Increase productivity
2. Increased worker commitment.
3. Flexibility to meet market demand.
4. Increase intrinsic motivation.

Examples of Motivation through participation are:

1. Quality of work Life (QWL)
 2. Self-managed Teams
- A. Quality of work life: Quality of work life is totally deal with the relationship of employees and their working environment. This program creates a workplace that enhances employee's welfare and satisfaction. Following elements are essential to maintain the QWL.
1. Enough and equitable compensation.
 2. A work that provides personal freedom, right and dignity.
 3. Opportunity for personal growth and security.
 4. Safe and healthy environment. etc.

Some techniques by which we can achieve QWL are as follows:

1. Quality Circle :(1960, K Ishikawa) It is a group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solution, and take corrective actions.
 2. Employees' share ownership: Under this technique employees are given the ownership in management and organisation by distributing shares. It increases the commitment of employees towards organization and also encourages them to take part in decision making.
 3. Flexible work schedules (flex time): Under this technique, employees are give choice in time to work in organization. The workday is broken down into two parts: core time and flex time. Employees are required to stay in work place in core time but can select own suitable flex time, to work in organisation. E.g. come early go early, Come late work late etc.
- B. Self-managed Teams (self management is best management): Self managed team refer to work groups empowered to make decision about planning, executing and evaluating their daily work. Team members are allowed to make decisions on selection of inputs, scheduling and allocation tasks among members, training and development, performance evaluation and controlling. Such teams comprise multi-skilled members from various backgrounds according to the need of the task.