# Motivation

**Motivation** comes from the word 'motive' which means needs, desires, wants or drives within the individuals.

It is the process of stimulating people to actions to accomplish the goals.

In the work goal context the **psychological factors** stimulating the people's behaviour can be:

- desire for money
- success
- recognition
- job-satisfaction
- team work

One of the most important functions of management is **to create willingness amongst the employees to perform in the best of their abilities.**

Therefore the <u>role of a leader</u> is to arouse interest in performance of employees in their jobs.

The **process of motivation consists** of three stages:

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore,
**motivation** is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

**Maslow's Need Hierarchy Model**
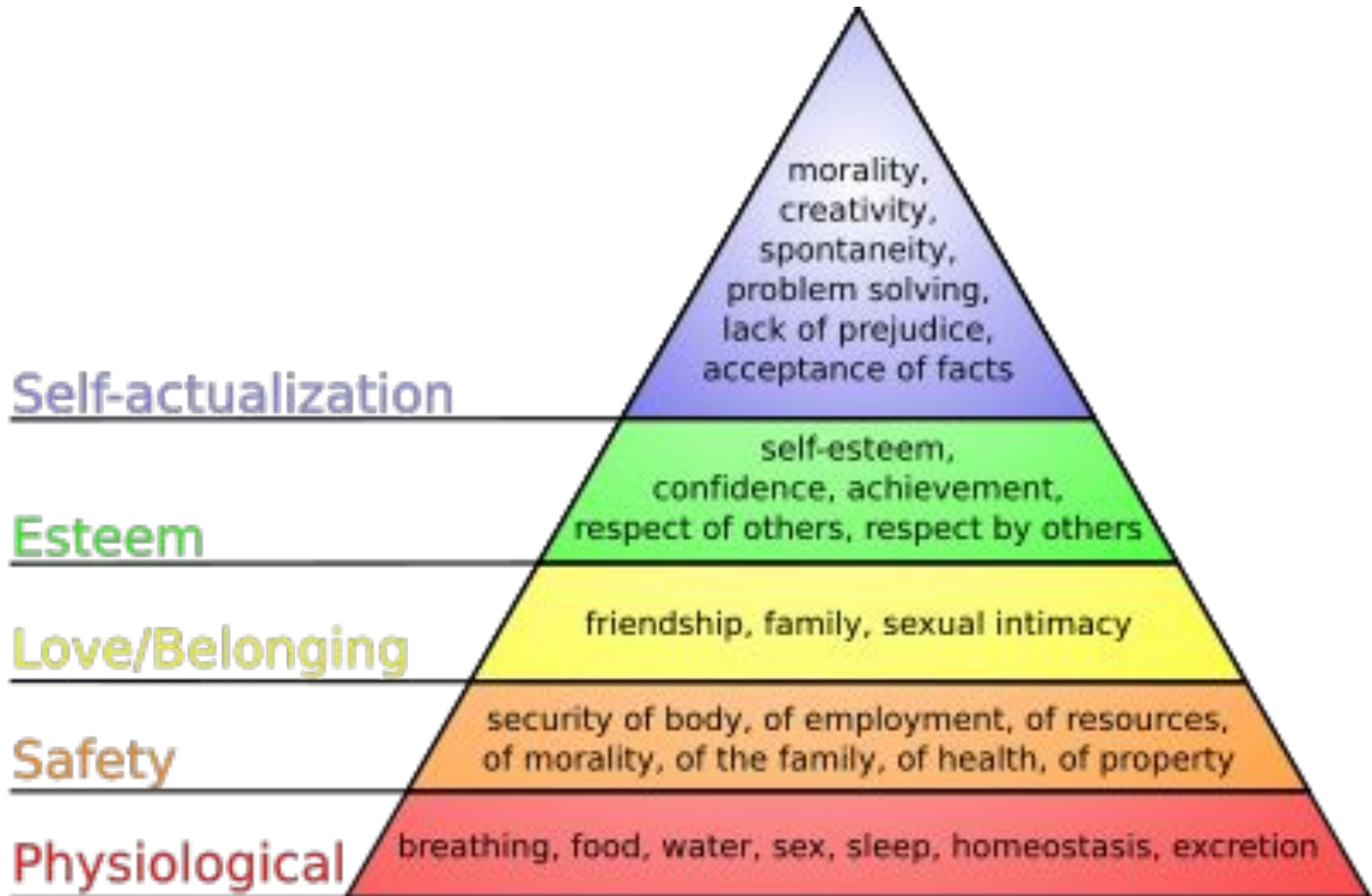
Human behavior is goal-directed.

Motivation cause goal-directed behaviour.

It can be understood by understanding the hierarchy of needs by manager.

The needs of individual serves as a driving force in human behaviour.

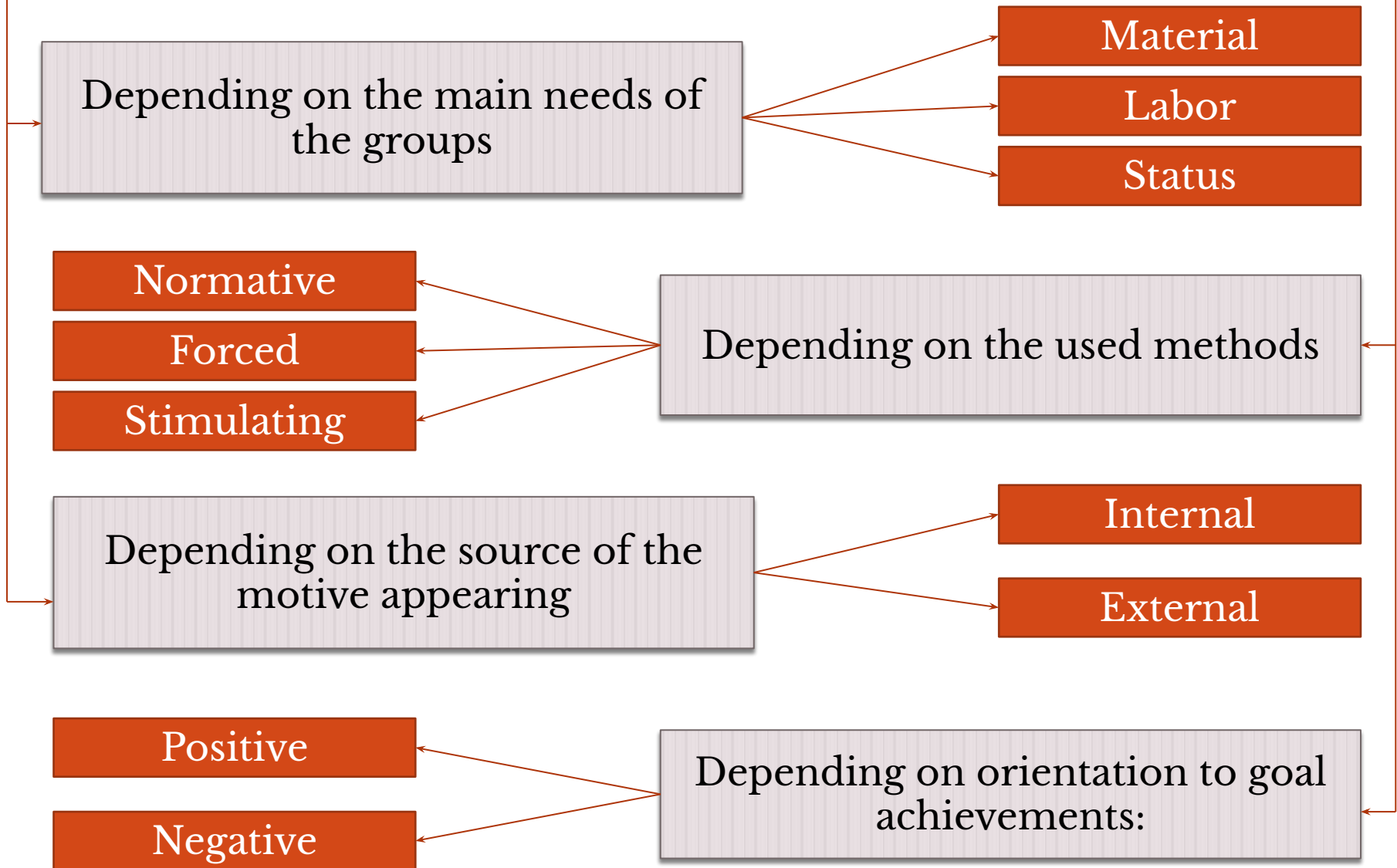Therefore, a manager must understand the "hierarchy of needs". Maslow has proposed "The Need Hierarchy Model".

# Maslow's Need Hierarchy Model

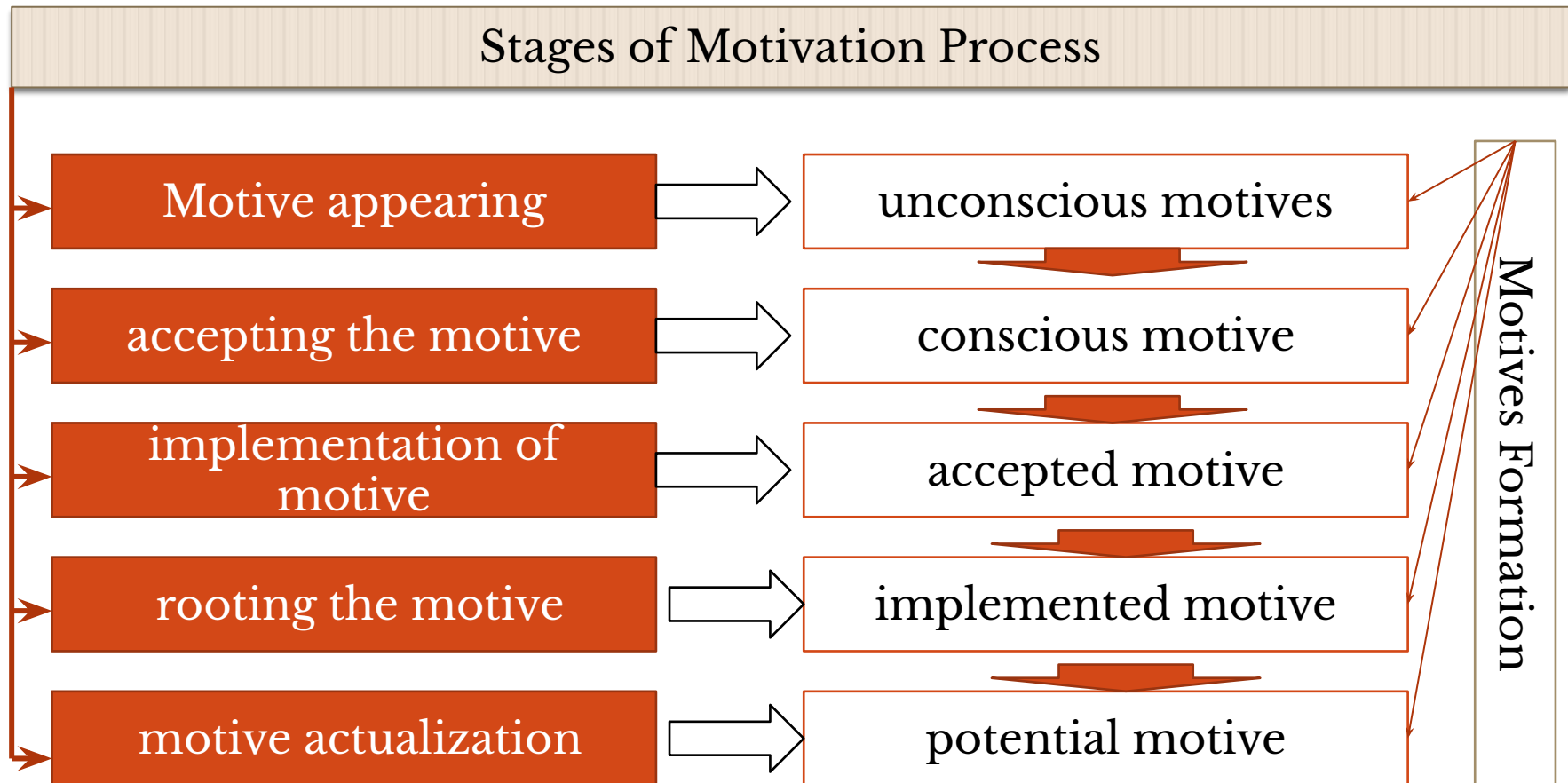The needs have been classified into the following in order:

1.**Physiological needs-** These are the basic needs of an individual which includes food, clothing, shelter, air, water, etc. These needs relate to the survival and maintenance of human life.

2.**Safety needs-** These needs are also important for human beings. Everybody wants job security, protection against danger, safety of property, etc.

3.**Social needs-** These needs emerge from society. Man is a social animal. These needs become important. For example- love, affection, belongingness, friendship, conversation, etc.

4.**Esteem needs-** These needs relate to desire for self-respect, recognition and respect from others.

5.**Self-actualization needs-** These are the needs of the highest order and these needs are found in those person whose previous four needs are satisfied. This will include need for social service, meditation.

# Types of MOTIVATION vary

**Depending on the main needs of the groups**
- Material
- Labor
- Status

**Depending on the used methods**
- Normative
- Forced
- Stimulating

**Depending on the source of the motive appearing**
- Internal
- External

**Depending on orientation to goal achievements:**
- Positive
- Negative

**Motivations** include people's overall set of emotional associations as they anticipate and actually communicate interculturally

There are a lot of different models of **motivation process.** Based on the model made by A.Fayzulaev the motivation process consists of:

## Stages of Motivation Process

| Stages | | Motives Formation |
|---|---|---|
| Motive appearing | → | unconscious motives |
| accepting the motive | → | conscious motive |
| implementation of motive | → | accepted motive |
| rooting the motive | → | implemented motive |
| motive actualization | → | potential motive |

## Motivation Incentives - Incentives to motivate employees

**Incentive** is an act or promise for greater action. It is also called as a stimulus to greater action.

Incentives means additional remuneration or benefit to an employee in recognition of achievement or better work.

Incentives is a natural thing that nobody acts without a purpose behind.

Therefore, a hope for a reward is a powerful incentive to motivate employees.

Besides monetary incentive, there are job satisfaction, job security, job promotion, and pride for accomplishment.

# The need of incentives can be:

- To increase productivity,

- To drive or arouse a stimulus work,

- To enhance commitment in work performance,

- To psychologically satisfy a person which leads to job satisfaction,

- To shape the behavior or outlook of subordinate towards work,

- To inculcate zeal and enthusiasm towards work,

- To get the maximum of their capabilities so that they are exploited and utilized maximally.

## Categories of incentives

### Monetary incentives

Money is helpful to satisfy the social needs by possessing various material items. It not only satisfies psychological needs but also the security and social needs

### Non- Monetary incentives

Security of service

Praise or recognition

Suggestion scheme

Job enrichment

Promotion opportunities

there are certain non-financial incentives which can satisfy the ego and self-actualization needs of employees

## Positive Incentives

Positive incentives are those incentives which provide a positive assurance for fulfilling the needs and wants. Positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of employees. For example-promotion, praise, recognition, perks and allowances, etc. It is positive by nature.

## Negative Incentives

Negative incentives are those whose purpose is to correct the mistakes or defaults of employees. The purpose is to rectify mistakes in order to get effective results. Negative incentive is generally resorted to when positive incentive does not works and a psychological set back has

# Importance of Motivation

**Puts human resources into action**

**Improves level of efficiency of employees**

This will result into-

Increase in productivity,

Reducing cost of operations, and

Improving overall efficiency.

**Leads to achievement of organizational goals**

The goals of an enterprise can be achieved only when the following factors take place :-

There is best possible utilization of resources,

There is a co-operative work environment,

The employees are goal-directed and they act in a purposive manner,

Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.

**Builds friendly relationship**

**Leads to stability of work force**

## Motivation is important to an individual as:

Motivation will help him achieve his personal goals.
If an individual is motivated, he will have job satisfaction.
Motivation will help in self-development of individual.
An individual would always gain by working with a dynamic team.

## Similarly, **motivation is important to a business as:**

The more motivated the employees are, the more empowered the team is.
The more is the team work and individual employee contribution, more profitable and successful is the business.
During period of amendments, there will be more adaptability and creativity.
Motivation will lead to an optimistic and challenging attitude at work place.

# TIPS FOR MOTIVATING THE STAFF/EMPLOYEES IN AN ORGANIZATION:

- **Evaluate yourself-** In order to motivate, encourage and control your staff's behaviour, it is essential to understand, encourage and control your own behaviour as a manager. Work upon utilizing your strengths and opportunities to neutralize and lower the negative impact of your weaknesses and organizational threats. The manager should adopt the approach "You're OK - I'm OK".

- **Be familiar with your staff-** The manager should be well acquainted with his staff. The more and the better he knows his staff, the simpler it is to get them involved in the job as well as in achieving the team and organizational goals. This will also invite staff's commitment and loyalty. A cordial superior-subordinate relationship is a key factor in job-satisfaction.

## Staff Motivation - Motivation Tips for Employees

- **Provide the employees certain benefits-** Give your staff some financial and other benefits. Give them bonuses, pay them for overtime, and give them health and family insurance benefits. Make sure they get breaks from work. Let them enjoy vacations and holidays.

- **Provide feedback to the staff constantly-** The staff members are keen to know how they are performing. Try giving a regular and constructive feedback to your staff. This will be more acceptable by the staff. Do not base the feedback on assumptions, but on facts and personal observations. Do not indulge in favouritism or comparing the employee with some one else. Sit with your staff on daily or weekly basis and make sure that feedback happens. This will help in boosting employee's morale and will thus motivate the staff.

# Staff Motivation - Motivation Tips for Employees

- **Acknowledge your staff on their achievements-** A pat on the back, some words of praise, and giving a note of credit to the employee / staff member at personal level with some form of broad publicity can motivate the staff a lot. Make it a point to mention the staff's outstanding achievements in official newsletters or organization's journal. Not only acknowledge the employee with highest contribution, but also acknowledge the employee who meets and over exceeds the targets.

- **Ensure effective time management-** Having control over time ensures that things are done in right manner. Motivate your staff to have "closed" times, i.e., few hours when there are no interruptions for the staff in performing their job role so that they can concentrate on the job, and "open" times when the staff freely communicate and interact. Plan one to one sessions of interaction with your staff where they can ask their queries and also can get your attention and, thereby, they will not feel neglected. This all will work in long run to motivate the staff.

- **Have stress management techniques in your organization-** Create an environment in which you and your staff can work within optimum pressure levels. Ensure an optimistic attitude towards stress in the workplace. Have training sessions on stress management, and ensure a follow-up with group meetings on the manner stress can be lowered at work. Give your staff autonomy in work. Identify the stress symptoms in employees and try to deal with them.

- **Give the employees learning opportunities-** Employees should consistently learn new skills on the job. It has been well said by someone that with people hopping jobs more often than required and organizations no longer giving job security to employees, the young blood employees specifically realize that continuing learning is the best way to remain employable. Opportunities should be given to the employees to develop their skills and competencies and to make best use of their skills. Link the staff goals with the organizational goals.

# Staff Motivation - Motivation Tips for Employees

- **Listen effectively-** Listening attentively is a form of recognizing and appreciating the person who is talking. Reciprocal / Mutual listening develops cordial and healthy personal relationships on which the employee / staff development rests. If the managers do not listen attentively to the subordinates, the morale of the subordinates lowers down and they do not feel like sharing their ideas or giving their views. Effective listening by the manager boosts up the employees' morale and thus motivates them.

- **Set an example for your staff / subordinates-** Be a role model for your staff. The staff would learn from what you do and not from what you say / claim. The way you interact with your clients / customers and how do you react later after the interaction is over have an impact upon the staff. The staff more closely observes your non-verbal communication (gestures, body language). Being unpunctual, wasting the organization's capital, mismanaging organization's physical equipments, asking the staff to do your personal work, etc. all have a negative impact on the staff. Try setting an example for your staff to follow.

## Staff Motivation - Motivation Tips for Employees

- **Ensure effective communication-** In order to motivate your staff, indulge in effective communication such as avoid using anger expressions, utilize questioning techniques to know staff's mindset and analysis rather than ordering the staff what to do, base your judgements on facts and not on assumptions, use relaxed and steady tone of voice, listen effectively and be positive and helpful in your responses. Share your views with the staff.

- **Develop and encourage creativity-** The staff should be encouraged to develop the creativity skills so as to solve organizational problems. Give them time and resources for developing creativity. Let them hold constant brainstorming sessions. Invite ideas and suggestions from the staff. They may turn out to be very productive.

## Staff Motivation - Motivation Tips for Employees

- **Don't be rigid. Be flexible-** Introduce flexibility in work. Allow for flexible working hours if possible. Let the employees work at home occasionally if need arises. Do not be rigid in accepting ideas from your staff. Stimulate flexible attitudes in the employees who are accountable to you by asking what changes they would like to bring about if given a chance.

- **Respect your team-** Respect not only the employees' rights to share and express their views, and to be themselves, but their time too. This will ensure that the employees respect you and your time. Make the staff feel that they are respected not just as employees / workers but as individuals too.

# Workplace Motivation - Carrot or Stick approach doesn't work anymore

- "I am in this job because I have no other option.



- "I love what I do."

**Link Rewards directly to Performance**- An organization should adopt a fair reward structure which provides incentive to the most deserving employee. Have an incentive structure in place doesn't solve the problem... what makes it workable is the employees trust in the system and believe that they will be rewarded if they perform well.

**Compliment employees**- Even though an employee's name has not appeared in the list of people getting incentives, go ahead and compliment that employee for a job well done - no matter how small. There is nothing more satisfying to an employee than a pat on his back.

**Be transparent**- While there may be some strategic decisions which you might want to share with the employees at a later stage, make sure employees do not give in to the rumours. Stay in touch with the employees.

**Work on your PDP**- Every employee is responsible for his / her own career. He / she should work towards his 'Personal Development Plan' [PDP] as discussed and agreed by his manager. Find out what are the training company offers and which is best suited to his development needs. How this will motivate you - remember training always increase your marketability and enhance your career.

**Participate and Network**- Remember you work for a company where a one-on-one attention might not be possible. Do not wait for an invitation to participate in a discussion. If you are a part of a forum, then you have full right to express your opinion and be a part of the process. Expressing yourself is a good way of motivating yourself.

# Motivational Challenges

Motivation seems to be a simple function of management in books, but in practice it is more challenging. **The reasons for motivation being challenging job are as follows:**

- One of the main reasons of motivation being a challenging job is due to **the changing workforce**. The employees become a part of their organization with various needs and expectations. Different employees have different beliefs, attitudes, values, backgrounds and thinking. But all the organizations are not aware of the diversity in their workforce and thus are not aware and clear about different ways of motivating their diverse workforce.

- **Employees motives cannot be seen, they can only be presumed**. Suppose, there are two employees in a team showing varying performance despite being of same age group, having same educational qualifications and same work experience. The reason being what motivates one employee may not seem motivating to other.

## Motivational Challenges

- Motivation of employees becomes challenging especially when **the organizations have considerably changed the job role of the employees,** or have lessened the hierarchy levels of hierarchy, or have chucked out a significant number of employees in the name of down-sizing or right-sizing. Certain firms have chosen to hire and fire and paying for performance strategies nearly giving up motivational efforts. These strategies are unsuccessful in making an individual overreach himself.

- The vigorous nature of needs also pose challenge to a manager in motivating his subordinates. This is because an employee at a certain point of time has diverse needs and expectations. Also, these needs and expectations keep on changing and might also clash with each other. For instance-the employees who spend extra time at work for meeting their needs for accomplishment might discover that the extra time spent by them clash with their social neds and with the need for affiliation.

# THANK YOU FOR ATTENTION