

RIZVI COLLEGE OF ARTS, SCIENCE AND COMMERCE

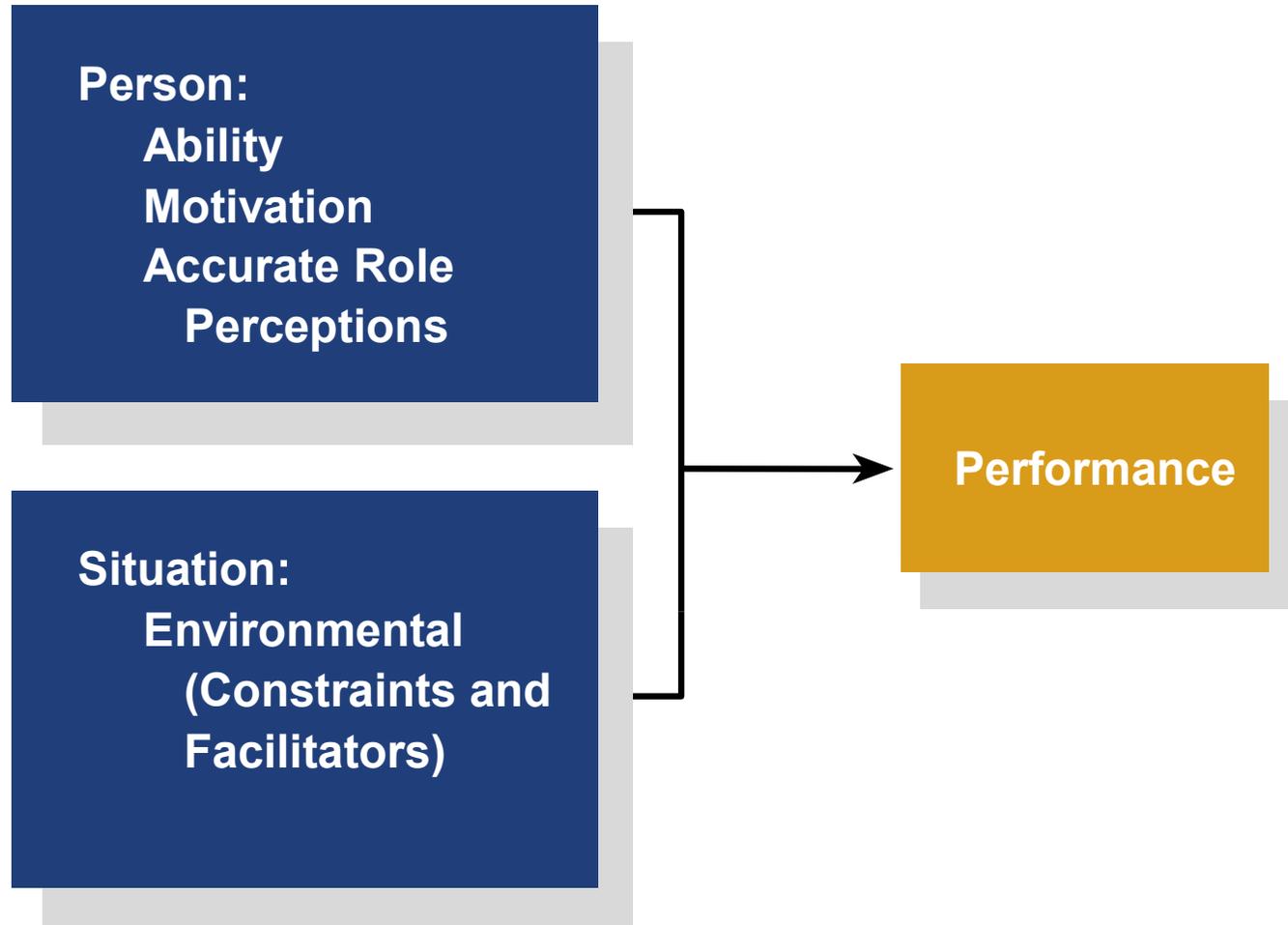
MOTIVATION

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“Man can make
the difference in
the organisation”

PETER DRUCKER

Determinants of Performance



Fundamentals of Motivation

- Motivation comes from the Latin *movere*, “to move”
- Motivation requires:
 - arousal to initiate behavior toward a goal
 - direction to properly focus that behavior
 - persistence to ultimately attain the goal

What is Motivation?

Motivation is a psychological drive that directs a person toward an objective

Motives are the “whys” of behavior

Some Theories Of Motivation

- Douglas McGregor's Theory X and Theory Y
- Maslow's Need Hierarchy
- Herzberg's Two-Factor Theory

Theory X and Theory Y

Theory X

- The average man is by nature indolent – he works as little as possible.
- He lacks ambition, dislikes responsibility, prefers to be led.
- He is inherently self-centered, indifferent to organizational needs.
- Management is responsible for organizing the elements of productive enterprise – money, materials, equipment, people – in the interest of economic ends.
- With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, modifying their behavior to fit the needs of the organization.
- Without this active intervention by management, people would be passive – even resistant – to organizational needs. ***They must, therefore, be persuaded, rewarded, punished, controlled – their activities must be directed.*** This is management's task -- in managing subordinate managers or workers. We often sum it up by saying that management consists of getting things done through other people.

Theory X and Theory Y

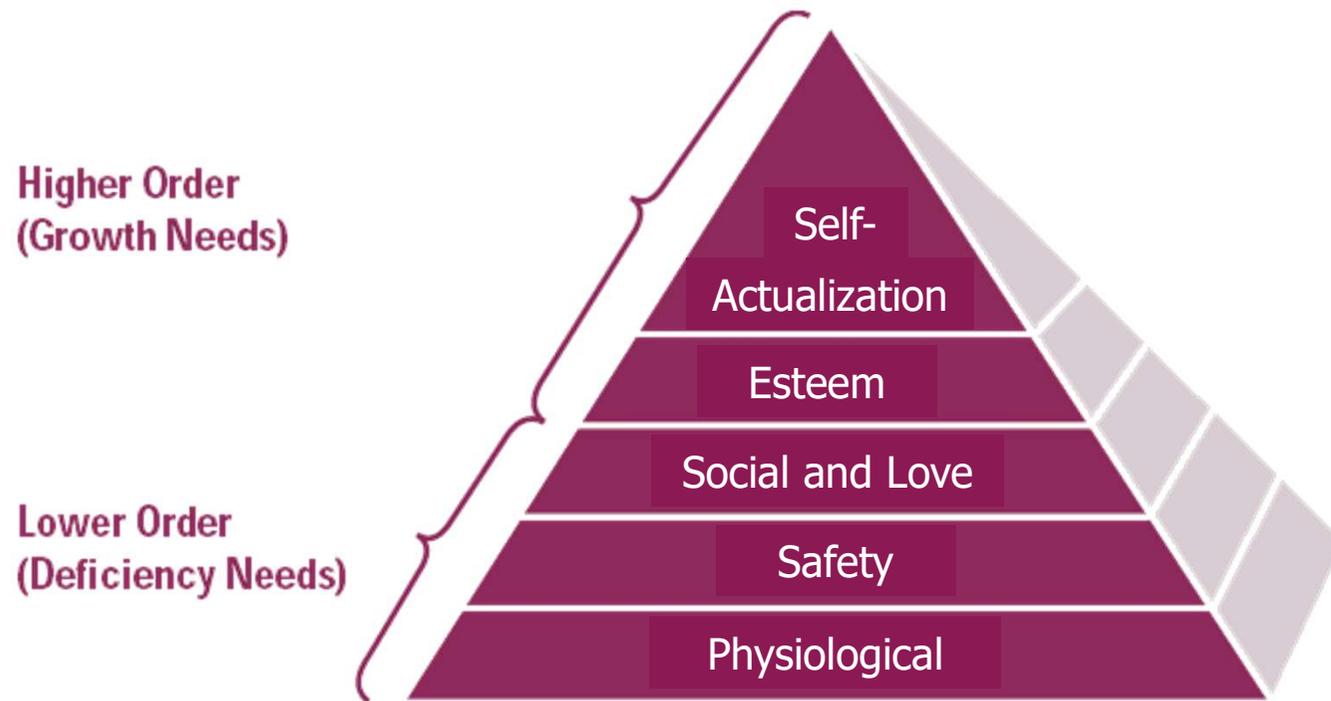
Theory Y

- People are **not** by nature passive or resistant to organizational needs.
- Management is responsible for organizing the elements of productive enterprise – money, materials, equipment, people – in the interest of economic ends.
- The motivation, **the potential for development, the capacity for assuming responsibility, the readiness to direct behavior toward organizational goals are all present in people.** Management does not put them there. *It is a responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.*
- The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organizational objectives.

Maslow's Needs

- *Physiological*: the need for food, sleep, water, air, and sex
- *Security*: the need for safety, family, stability, and economic security
- *Social or affiliation*: the need to belong, to interact with others, to have friends, and to love and be loved
- *Esteem*: the need for respect and recognition of others
- *Self-actualization*: the need to realize one's potential, to grow, to be creative, and to accomplish

Maslow's Hierarchy of Needs



Maslow's Hypotheses

- Needs cluster into five sets
- Needs at the lowest unsatisfied level are most salient
- A satisfied need is not a motivator
- There is a hierarchy of successive prepotency -- once needs at a given level are satisfied, those at the next higher level become most important

Herzberg's Two Factor Theory

- **Based on interviews with 203 engineers and accountants**
- **Individuals were asked to reveal two separate job-related events in which their work satisfaction had improved or declined**

Herzberg's Two Factor Theory

- **There are two completely separate sets of factors, one leads to feelings of satisfaction, the other leads to dissatisfaction**
- **Motivator Factors: Pertained to the content of the job; e.g. career advancement, recognition, achievement, sense of responsibility**
- **Hygiene Factors: Stemmed from the context in which the job was performed, e.g. job security, company policies, interpersonal relations, working condition**

Herzberg's Two Factor Theory (cont.)

- **When present, motivator factors will lead directly to employees' feelings of satisfaction, while when not present, they were said to lead to feelings of "no satisfaction" or a neutral state**

Herzberg's Two Factor Theory (cont.)

- **When not present, hygiene factors lead to dissatisfaction of employees, while even if present they were said to be incapable of motivating workers to feel satisfied in their jobs**

Examples of Motivator and Hygiene Factors

Motivator Factors (Sources of Job Satisfaction and Motivation)

Challenge of the work itself
Responsibility
Recognition
Achievement
**Job advancement and
professional growth**

Hygiene Factors (Sources of Job Dissatisfaction; Neutral to Motivation)

Physical working conditions
Company policies
Quality of supervision
Coworker relationships
Salary
Status
Job security
**Benefits, including work habits
and time management**

Conclusion

- Every person is Unique and has unique needs
- A leader identifies these needs in his boss/peer/subordinates
- By fulfilling these needs he exercises influence over them
- Ability to exercise influence differs

The Final Word

You can take the
horse to the pond
not make him drink