

HOW TO MOTIVATE PEOPLE TO PERFORM

MOTIVATION

- Motivating employees is one of the most important, and one of the most challenging, aspects of management.
- Motivation is not simply about working hard. Its more than that
- It is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.
- It is one of the most frequently researched topics in Organizational Behavior.

WHAT DOES THE RESEARCH REVEAL

- ✘ A Gallup poll revealed that –
 - ✘ there are employees who are actively disengaged.
- ✘ In a study of knowledge workers in India found that
 - ✘ one out of every five employee was not engaged or alienated to some extent with the company.
- ✘ A survey by Hindustan Times in June 2014 found
 - ✘ more than half (52 percent) of working professionals in India did not enjoy their work.
- ✘ Almost a third of the workers in both organized as well as unorganized sectors feel no compunctions about wasting time at work. They feel it is part of the unwritten office culture.

MANAGERS ARE OFTEN PUZZLING OVER HOW TO CURB TIME THAT IS WASTED

- Hence, Let us briefly look at
 - The basics of motivation
 - What do motivation theories say
 - And look for
 - an integrative model that fits theories together which we can make use of

MASLOW'S THEORY OF HIERARCHY OF NEEDS

Abraham Maslow's hierarchy of five needs – physiological, safety, social, esteem, and self-actualization – in which, as each need is substantially satisfied, the next need becomes dominant.

1. **Physiological** – Includes hunger, thirst, shelter, sex, and other bodily needs
2. **Safety** – Security and protection from physical and emotional harm.
3. **Social** – Affection, belongingness, acceptance, and friendship.
4. **Esteem** – Internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.
5. **Self-actualization** – Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.

Theory X and Theory Y

- Theory X - The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.
- Theory Y - The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.

Two-factor theory

- × A theory that
 - × relates intrinsic factors to job satisfaction and
 - × associates extrinsic factors with dissatisfaction.
- × Also called **motivation-hygiene theory**.
- × Herzberg proposed a dual continuum:
 - × *The opposite of “satisfaction” is “no satisfaction,” and*
 - × *the opposite of “dissatisfaction” is “no dissatisfaction”.*
- × Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace, but not necessarily motivation.

McClelland's theory of needs

- ✘ It states achievement, power, and affiliation are three important needs that help explain motivation.
- ✘ **Need for achievement** (nAch) is the drive to excel, to achieve in relationship to a set of standards.
- ✘ **Need for power** (nPow) is the need to make others behave in a way they would not have otherwise.
- ✘ **Need for affiliation** (nAff) is the desire for friendly and close inter-personal relationships.

Self-Determination Theory

- People prefer to feel they have control over their actions,
 - so anything that makes a previously enjoyed task feel more like an obligation
 - than a freely chosen activity will undermine motivation.
- ✘ Research on self-determination theory on OB has focused on **cognitive evaluation theory**, which hypothesizes that *extrinsic rewards will reduce intrinsic interest in a task.*
When people are paid for work,
it feels less like something they want to do
and more like something they have to do.

Self-Determination Theory

- ✘ If individuals pursue goals because of intrinsic interest, they are more likely to attain goals and are happy even if they do not. Why?
 - ✘ Because the process of striving to achieve goal is fun for them.
 - ✘ In contrast, people who pursue goals for extrinsic reasons (money, status, or other benefits) are less likely to attain goals and less happy even when they do.

Job Engagement

- ✘ When nurse Vineeta Mehta comes to work, it seems that everything else in her life goes away, and she becomes completely absorbed in what she is doing. Her emotions, her thoughts, and her behavior are all directed towards patient care.
- ✘ Vineeta has a high level of job engagement, the investment of an employee's physical, cognitive, and emotional energies into job performance.

Goal Setting Theory

- ✘ A theory that says that specific and difficult goals, with feedback, lead to higher performance.

Management by objectives (MBO)

- ✘ A program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress.

Self-Efficacy Theory

- ✘ An individual's belief that he or she is capable of performing a task.

Equity Theory

- ✘ Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.
- ✘ How could someone making Rs.30,000 a month be less satisfied with his pay than someone making Rs.10,000 a month and be less motivated as a result? The answer lies in equity theory and, more broadly, in principles of organizational justice.

Expectancy Theory

- ✘ Individual's tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
- ✘ Employees will be motivated to exert a high level of effort when they believe it will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards, such as salary increases and/or intrinsic rewards; and that the rewards will satisfy the employees' personal goals. Thus expectancy-value-theory emphasizes on
 - 1) Effort-performance relationship
 - 2) Performance-reward relationship
 - 3) Rewards-personal goals relationship

Managerial Implications of these Motivational Theories

- × **Employees**
 - × whose differences are recognized,
 - × who feel valued, and
 - × who have the opportunity to work on jobs that are tailored to their strengths and interests
- × will be motivated to perform at the highest levels.
- × Employee participation also can increase
 - × employee productivity,
 - × commitment to work goals,
 - × motivation, and
 - × job satisfaction.

Hence the Managers need to

- Recognize individual differences
- Use goals and feedback
- Allow employees to participate in decisions that affect them
- Link rewards to performance
- Check the system for equity