



THEORY OF MOTIVATION

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DEFINITION AND NEED OF MOTIVATION

- Certain workers generally come late, take more sick leave or produce low quality products-perhaps they are less motivated or not motivated at all as compared to other workers.
- Motivation is the means or inducements which inspire or impel a person to intensify his willingness to use his capabilities and potentialities for achieving goals of the organisation in which he works.
- Behind motivation is mainly the psychological force : physical or physiological factors exert comparatively lesser influence.
- Motivation moves an individual into action and urges him to work with sincerity and loyalty.
- Motivation of workers is very important when supervisor wants to get things accomplished by them at right time, in right quantity and of right quality
- Workers not properly motivated may not mentally accept the orders or direction with the result that the company goals may not be achieved effectively and efficiently.



POSITIVE AND NEGATIVE MOTIVATION

- **Positive motivation** adds to an individual's existing set of satisfaction, e.g.
 - A better and more responsible job
 - Higher wages, etc
- **Negative motivation** influences the behaviour of an individual through a threatened loss e.g.
 - Fear of losing one's person job
 - Reduced wages, etc.



FACTOR AFFECTING MOTIVATION

(a) Factors leading primarily towards motivation

1. *Achievement*: Personal satisfaction in job completion and problem solving.
2. *Advancements*: Promotion to higher job/level
3. *Growth*: Learning new skills which will offer greater possibility for advancement.
4. *Recognition*: Acknowledgement of a job done well.
5. *Responsibility and authority in relation to one's job*.



FACTOR AFFECTING MOTIVATION

(b) Factors leading primarily towards dissatisfaction

1. *Company policy and Administration:* Feelings about the inadequate of company organisation and management, policies and procedure.
2. *Job security:* Tenure, company stability or instability.
3. *Interpersonal relations:* relation with supervisors, subordinates and peers.
4. *Salary:* pay and fringe benefits.
5. *Status:* size of office, private secretary, air conditioner etc.
6. *Supervision:* competency or technical ability of supervision.
7. *Working conditions:* Physical environment associated with the job.
8. *Personal life:* Personal factors which affect the job.



MOTIVATIONAL TECHNIQUES

- Praise the workers and give them credit for all good works done by them.
- Take a sincere interest in subordinates as individual persons.
- Promote healthy competition among the individual employees.
- Find ways to develop and utilise the appeal of pride in or about the workplace. Let the subordinates feel pride in work or in job accomplishment.
- Delegate the substantial amount or responsibility to the subordinates.
- Fix fair wages and monetary individuals or group incentives for the employees.
- Formulate a suitable suggestion system.
- If possible permit employee's participation in management matters.
- Provide opportunity for growth and promotion.
- Promote good and satisfying interpersonal relationships at work and outside.
- Promote good working condition.
- Formulate fair, clear, firm and consistent management policies.



MOTIVATIONAL TECHNIQUES

Beside the above mentioned positive motivating tools, there are few negative motivational technique also e.g.

1. Repyramid
2. Fines
3. Demotions
4. Lay off
5. Discharge.

