



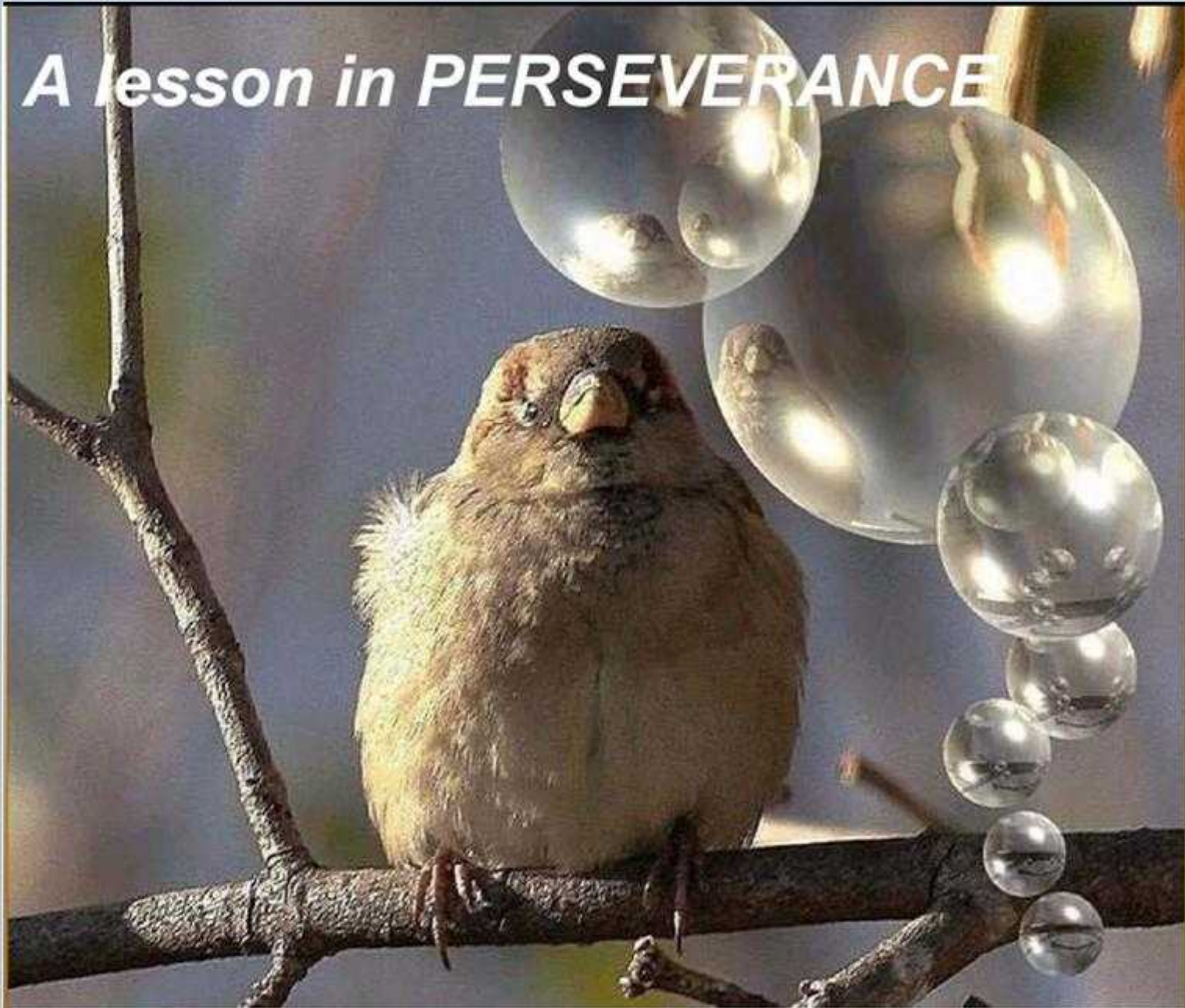
# Motivation

-the force behind



State Institute of Health & Family Welfare, Jaipur

# *A lesson in PERSEVERANCE*





**For days and days they make their nests,  
sometimes gathering materials brought from far away**



**And when they have completed the nest and are ready to lay eggs, the weather, or the work of humans, or some animal, destroys it, and it falls to the ground, all that they have done with so much effort**

Do they stop , bewildered and leave  
the work





**No way. They start over building the nest again and again until they have eggs in the nest again.**



**It hurts to go back to begin again...  
Even so, the birds do not ever stop, they continue to  
sing and build, and keep singing and building.....**



**Do you sometimes get the feeling that your life, your work, is not what you had dreamed. Do you sometimes want to say “enough”, the effort is not worthwhile. It is all too much for me!**

**Are you tired of it all? Do you feel that the daily struggle is a waste of time, your trust has been betrayed, your goals not reached just as you were about to get them?**





**Yes !**

**You lack motivation and  
perseverance**

# The Pencil Parable




The Pencil Maker spoke to the pencil  
saying,  
"There are five things you need to know  
before I send you out into the world.  
Always remember them and you will  
become the best pencil you can be."



# First:

You will be able to do many great things, but only if you **allow yourself to be held in Someone's hand.**

# Second

A close-up photograph of a pencil being sharpened in a metal sharpener. The pencil is positioned diagonally, with the sharpener's blades cutting into the wood. Shavings of wood and graphite are visible around the sharpener. The background is a soft, out-of-focus light brown color.

You will experience a **painful sharpening from time to time**, but this is required if you are to become a better pencil.

# Third:

You have the ability to correct any mistakes you might make.





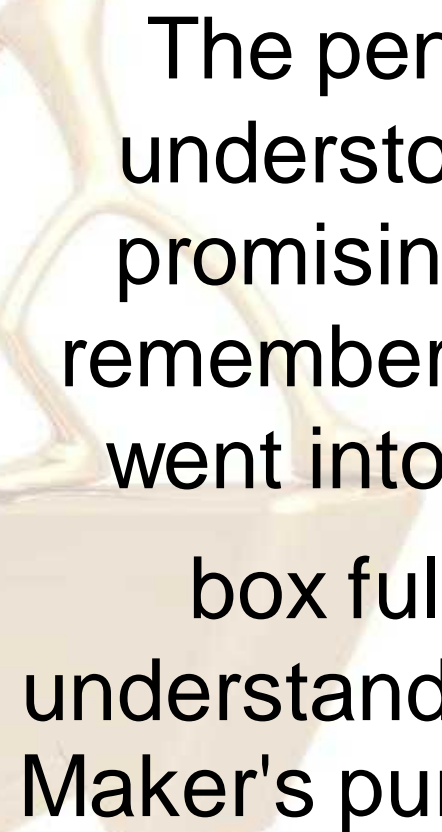
## Fourth:

The most important part of you will always be what's inside.

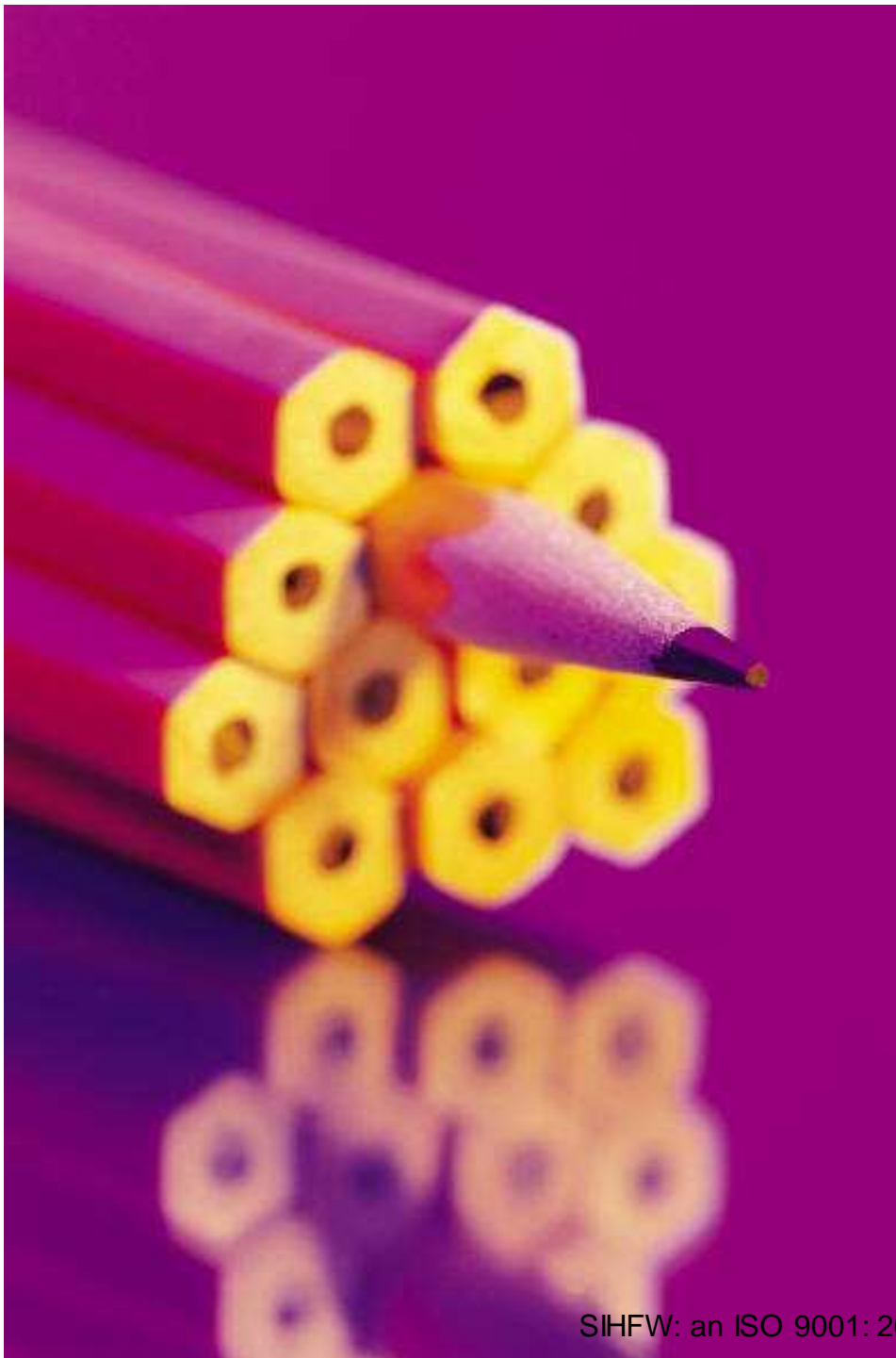
# Fifth:



No matter what the condition, you must continue to write. You must always leave a clear, legible mark no matter how difficult the situation.

A golden, stylized human figure stands on a white pedestal. The figure is holding a pencil in its right hand, pointing it upwards. The figure's left arm is extended outwards. The background is a light, hazy gradient.

The pencil understood, promising to remember, and went into the box fully understanding its Maker's purpose.





Everyone is like a pencil...  
created by the Maker for a unique and special  
purpose.

By understanding and remembering, let us proceed  
with our life on this earth having a meaningful  
purpose in our heart and a relationship with God  
daily.

You are Made to do Great Things; but be prepared &  
Motivated

# Motivation ?

The psychological forces within a person that determine:

- 1) Direction of behavior in an organization;
- 2) The effort or how hard people work;
- 3) The persistence displayed in meeting goals.

# Types of motivation

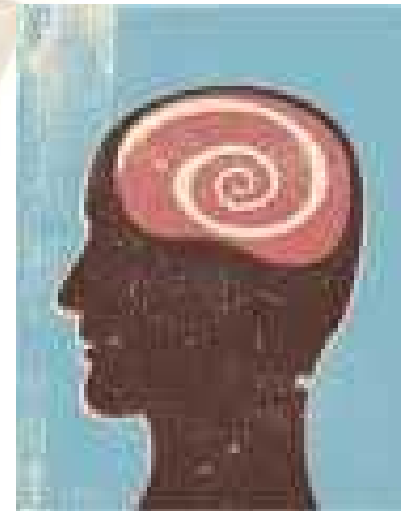
- **Intrinsic:**

- » Behavior performed for its own sake.
- » Motivation comes from performing the work.

–Achievement

–Responsibilities

–Competence







# Outcomes & Inputs

- Regardless of the source of motivation, people seek outcomes.
  - *Outcome*: anything a person gets from a job.
    - Examples include pay, autonomy, accomplishment.
- Organizations hire workers to obtain inputs:
  - *Input*: anything a person contributes to their job.
    - Examples include skills, knowledge, work behavior.
- Managers thus use outcomes to motivate workers to provide inputs.



Motivation is simply

- **The reason for an action**
- **That which gives purpose and direction to behavior**

Motivation is “**What drives you**” to behave in a certain way or to take a particular action.

**Motivation is your “why”**

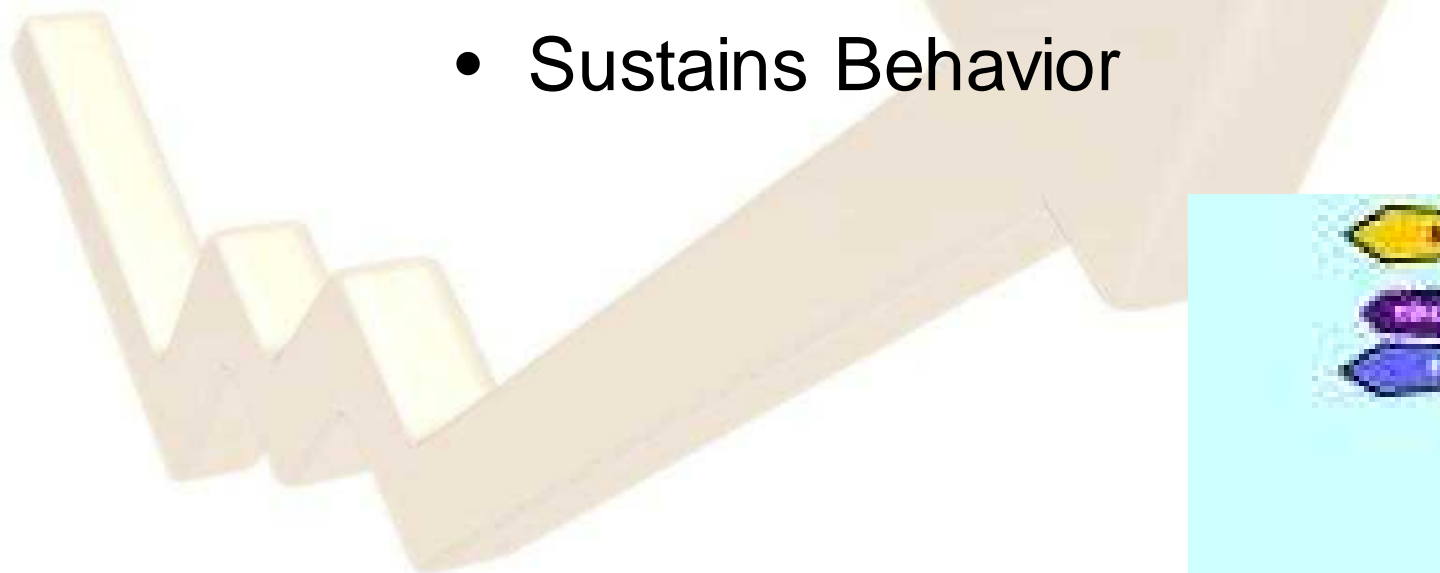




# Definition

## The force that:

- Energizes
- Directs and
- Sustains Behavior





Motivation is present in every life function.

Eating - hunger motivation.

Education – knowledge motivation.

Motivators can be anything from reward to coercion.

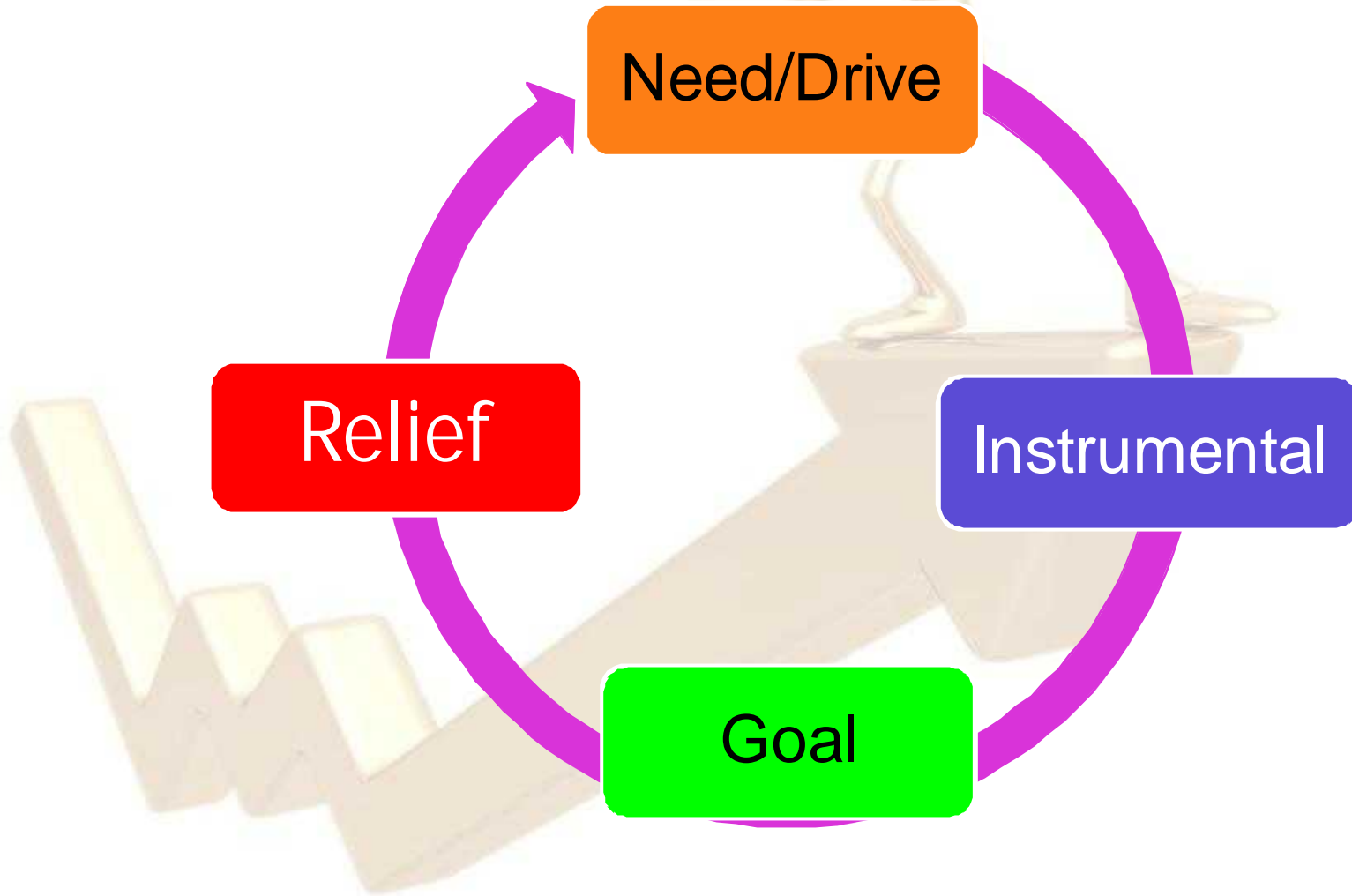




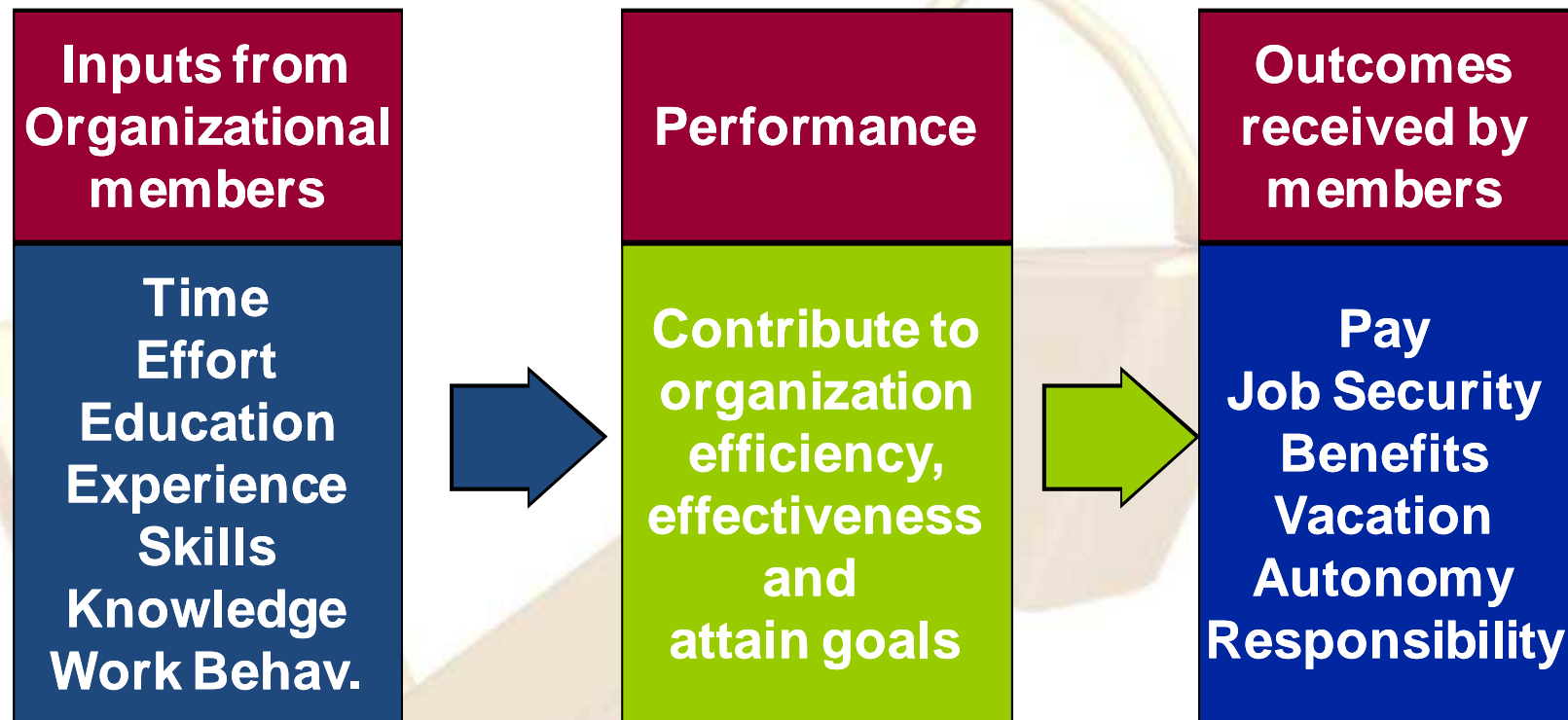
# Facts

- We have to be Motivated to Motivate
- Motivation requires a goal
- Motivation once established, does not last if not repeated
- Motivation requires Recognition
- Participation has motivating effect
- Seeing ourselves progressing Motivates us
- Group belonging motivates

# Motivational cycle



# Motivation Equation





# Theories of Motivation

- **Needs theories** – emphasizes the role that individual differences in types of needs play (Maslow & McClelland)
- **Behavior-based theories** – focus on behavioral outcomes (Peter Drucker )
- **Job design theories** – the structure and design of jobs are key motivators

# Abraham Maslow

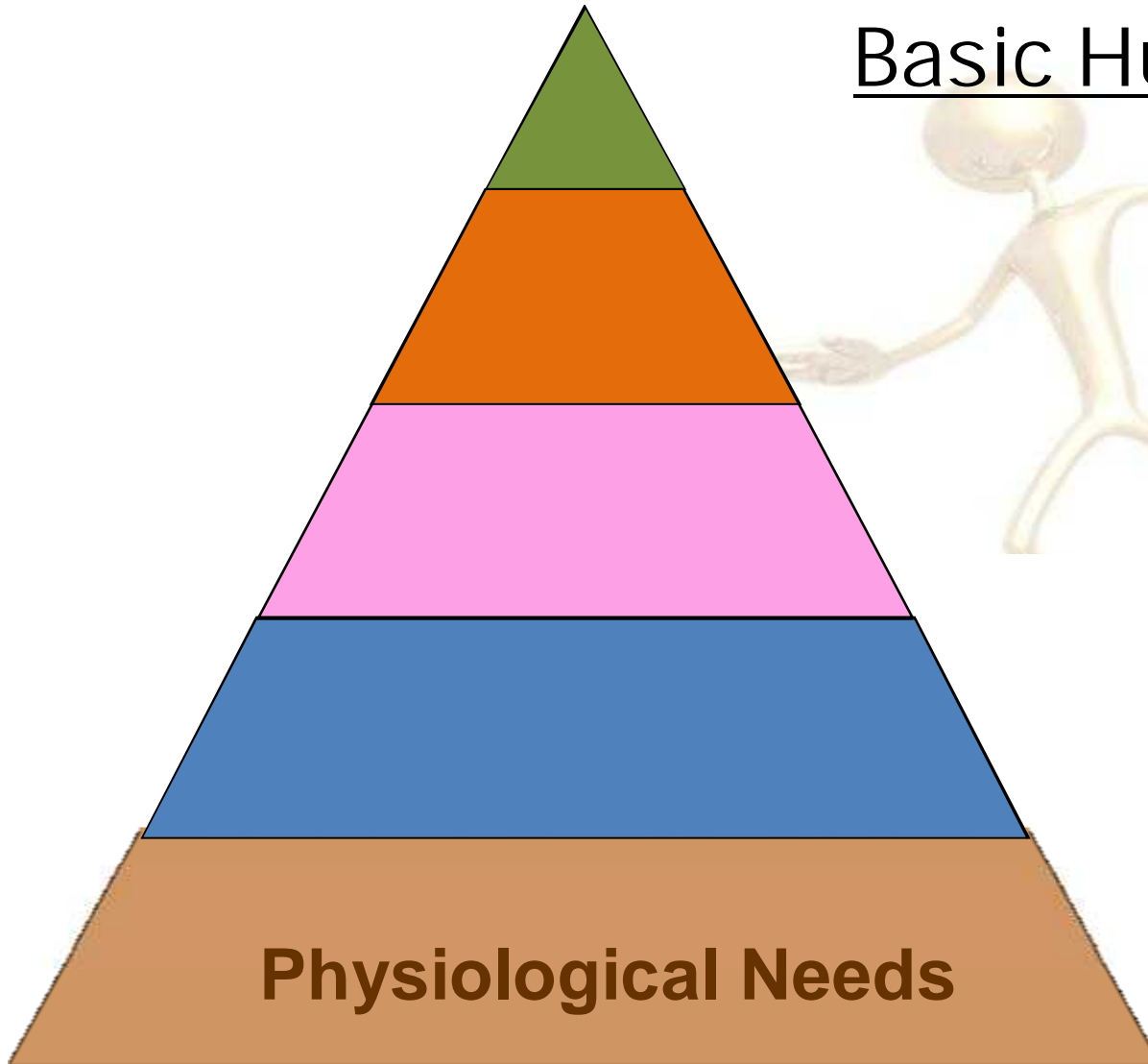
Maslow's theory maintains that a person does not feel a higher need until the needs of the current level have been satisfied.



# Basic Human Needs



- Food
- Air
- Water
- Clothing
- Sex



**Physiological Needs**

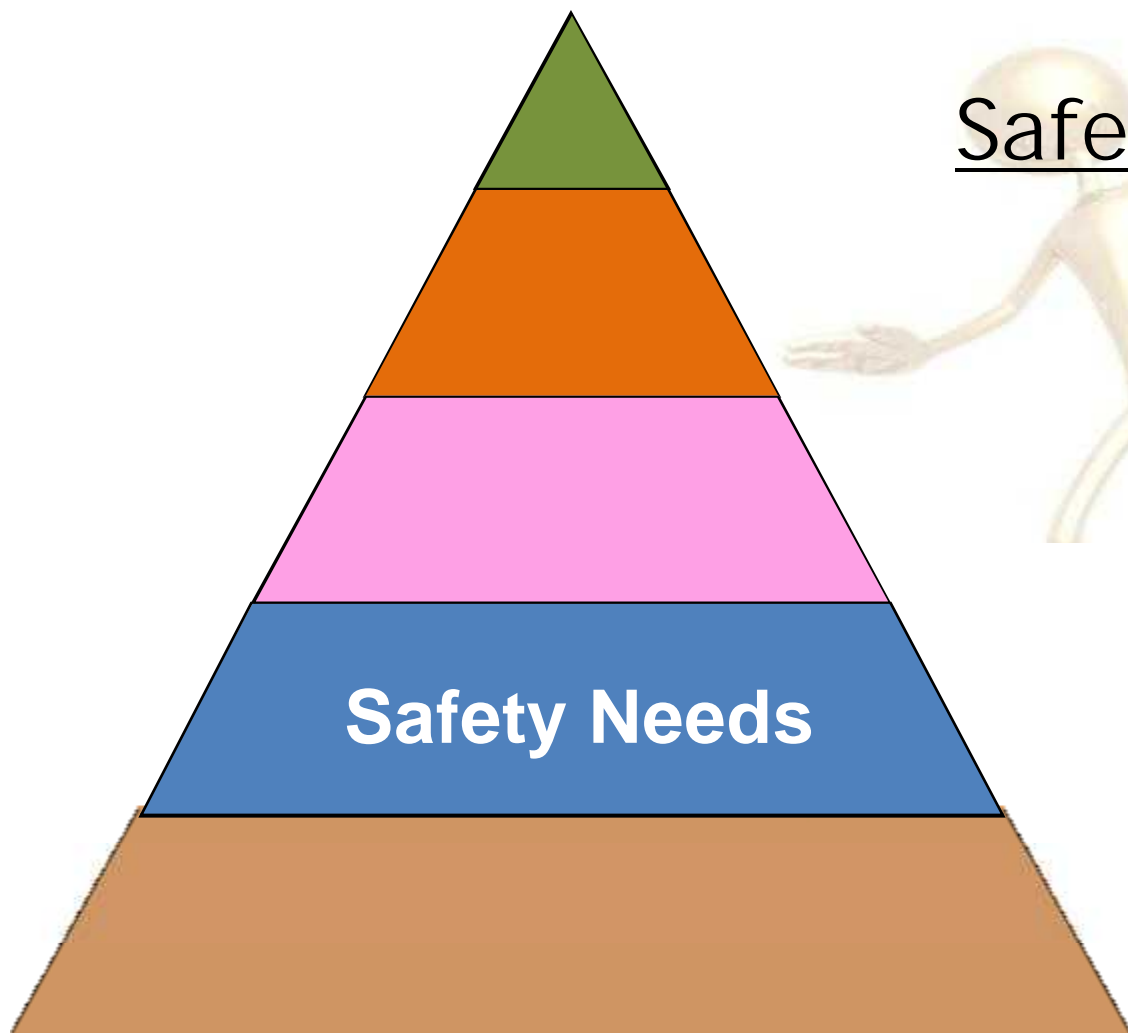
For Employee

Minimum wage to cover basic necessities; lunch subsidies



## Safety and Security

- ◆ Protection
- ◆ Stability
- ◆ Pain Avoidance
- ◆ Routine/Order



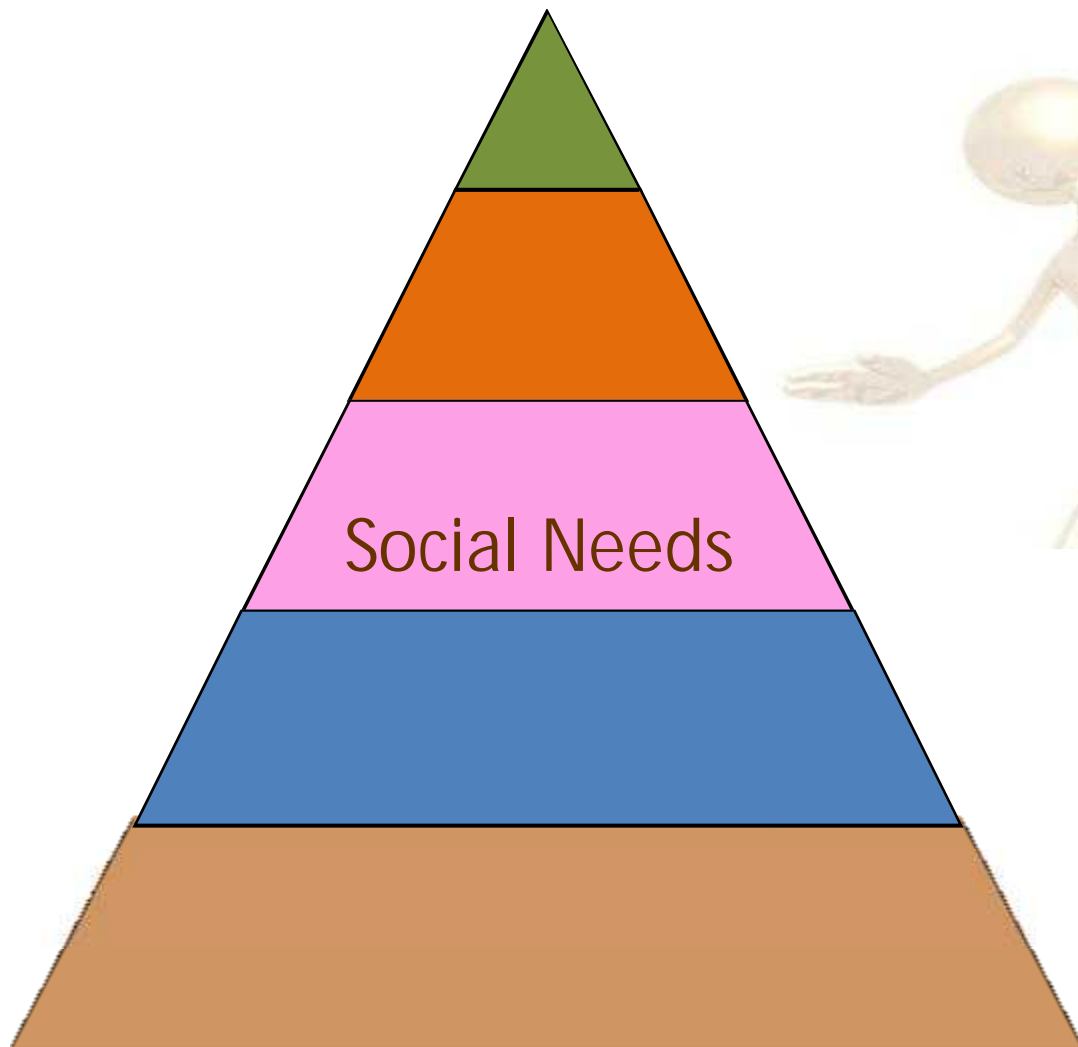
For Employee

Work safety, job security, health insurance  
and retirement plans



## Love and Belongingness

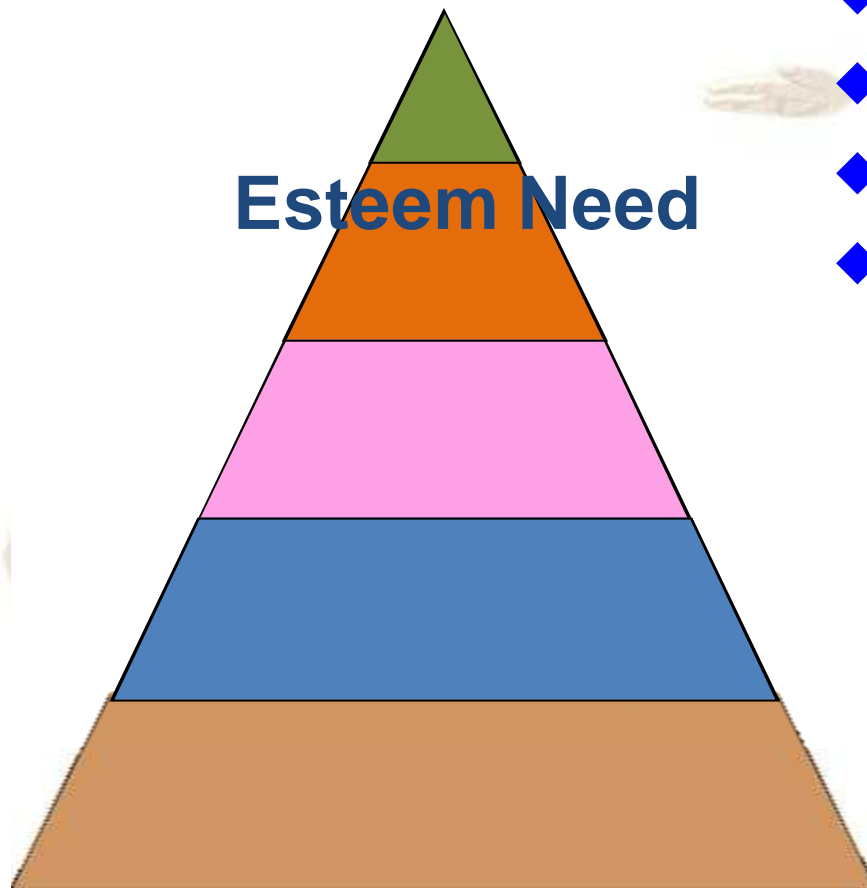
- ◆ Affection
- ◆ Acceptance
- ◆ Inclusion



For Employee

Foster positive interpersonal climate in the work place .teams, depts, coworkers, clients, supervisors, subordinates

# Recognition for performance and other important contributions



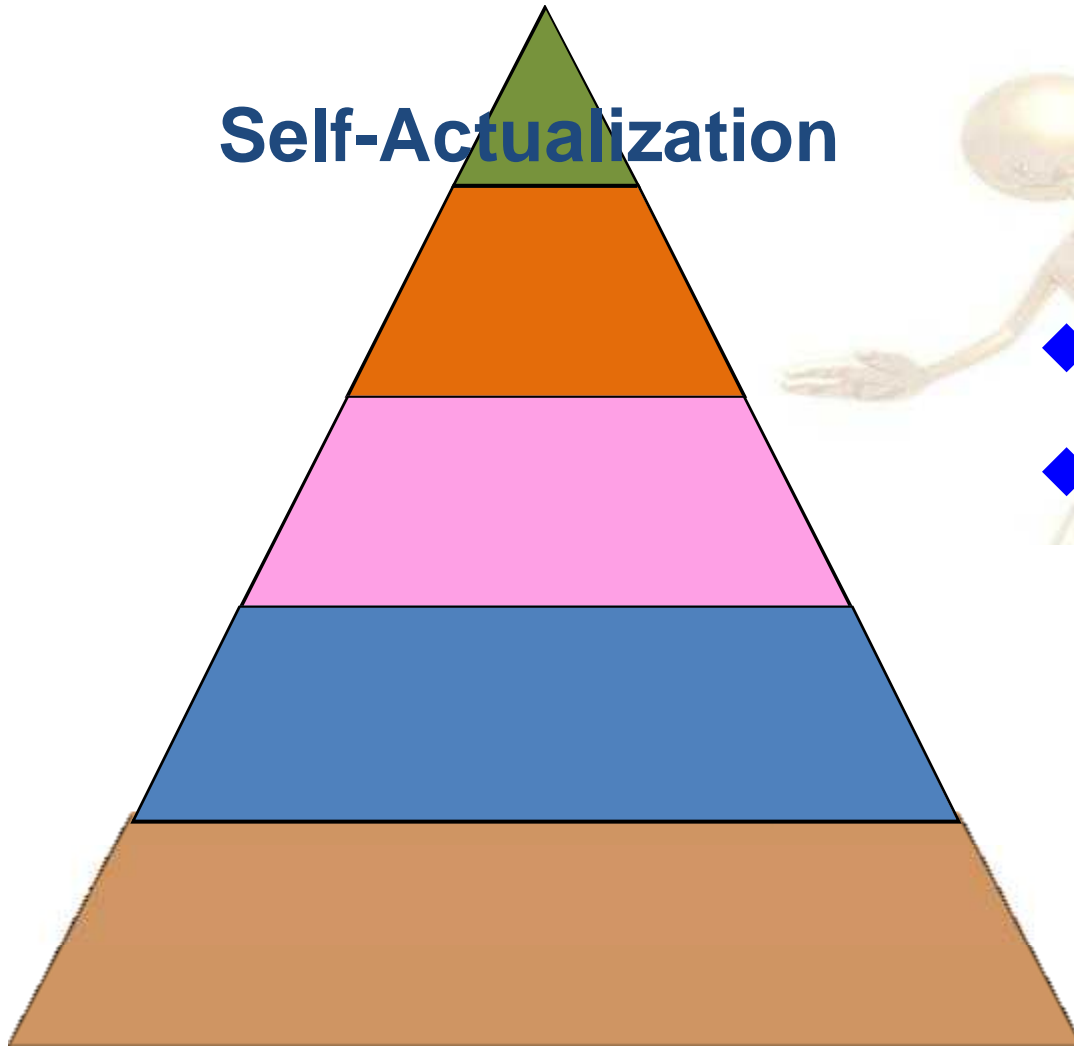
- ◆ Self-Respect
- ◆ Self-Esteem
- ◆ Respected by Others
- ◆ People with high self-esteem are risk takers but are achievers

## Low self esteem

- ◆ Unfocussed
- ◆ Frustrated
- ◆ Undisciplined
- ◆ Sense of disconnect
- ◆ Sensitive to criticism

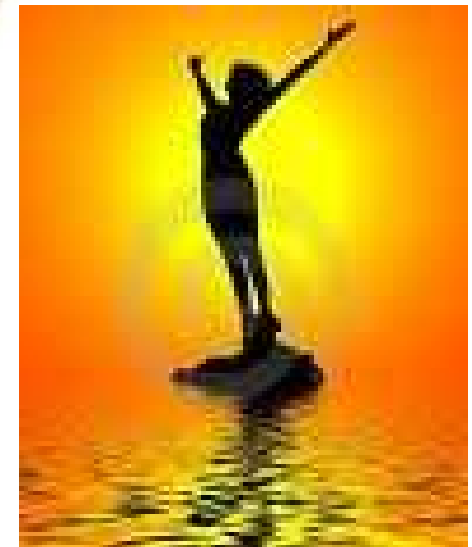


# Self-Actualization



- ◆ Achieve full potential
- ◆ Sense of fulfillment

For Employee  
Provide career development opportunities





- If we fulfill our needs at one level, then we can focus on satisfying the need on the next higher level



# Needs Theory-McClelland

## Achievement motivation theory –

emphasizes the importance of three needs

- Achievement
- Power
- Affiliation

in determining worker motivation.





# Needs Theory-McClelland

- **Need for Achievement** – Persons with a Need for Achievement (nAch) has a compelling drive to excel and succeed in their jobs
- **Need for Power** – People with a need for power (nPow) seeks to direct others and control the activities of others.
- **Need for Affiliation** – People with a Need for Affiliation (nAff) seeks harmony in their relationships with others. Their desire is to be liked and accepted by others.

# Needs Theory-McClelland



## Implication for work motivation

- **nAch** – challenging and attainable goals; feedback
- **nPow** – leadership opportunities; status recognition
- **nAff** – cooperative tasks; positive interpersonal climate



# Behavior Theory-Goal Setting

## Management By Objectives (MBO) – Peter Drucker (1954)

### Principles

- Employees must participate in setting of performance goals
- Feedback concerning goal attainment must be provided
- Guideline for improvement must be provided
- Goals must be realistic
- The upper levels of management must support the programme
- Individual, work group and organisational goals must be equally emphasised

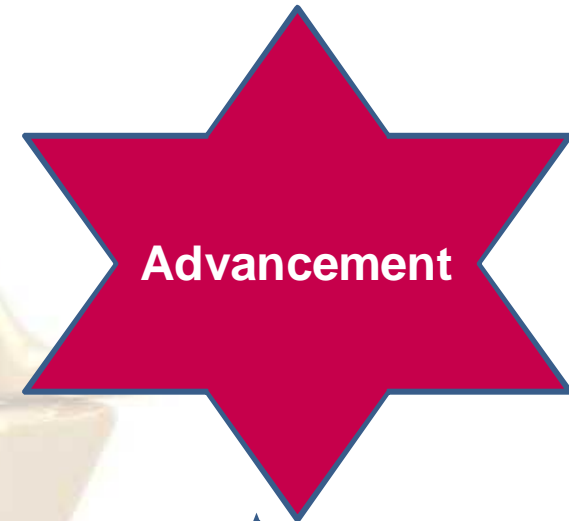
# Job Design Theory - Herzberg



- Herzberg's Two-Factor Theory
  - Motivators
  - Hygiene



# Motivators – increase job satisfaction





# Hygiene Factors –

**Absence of these can create job dissatisfaction**

**Working  
Conditions**

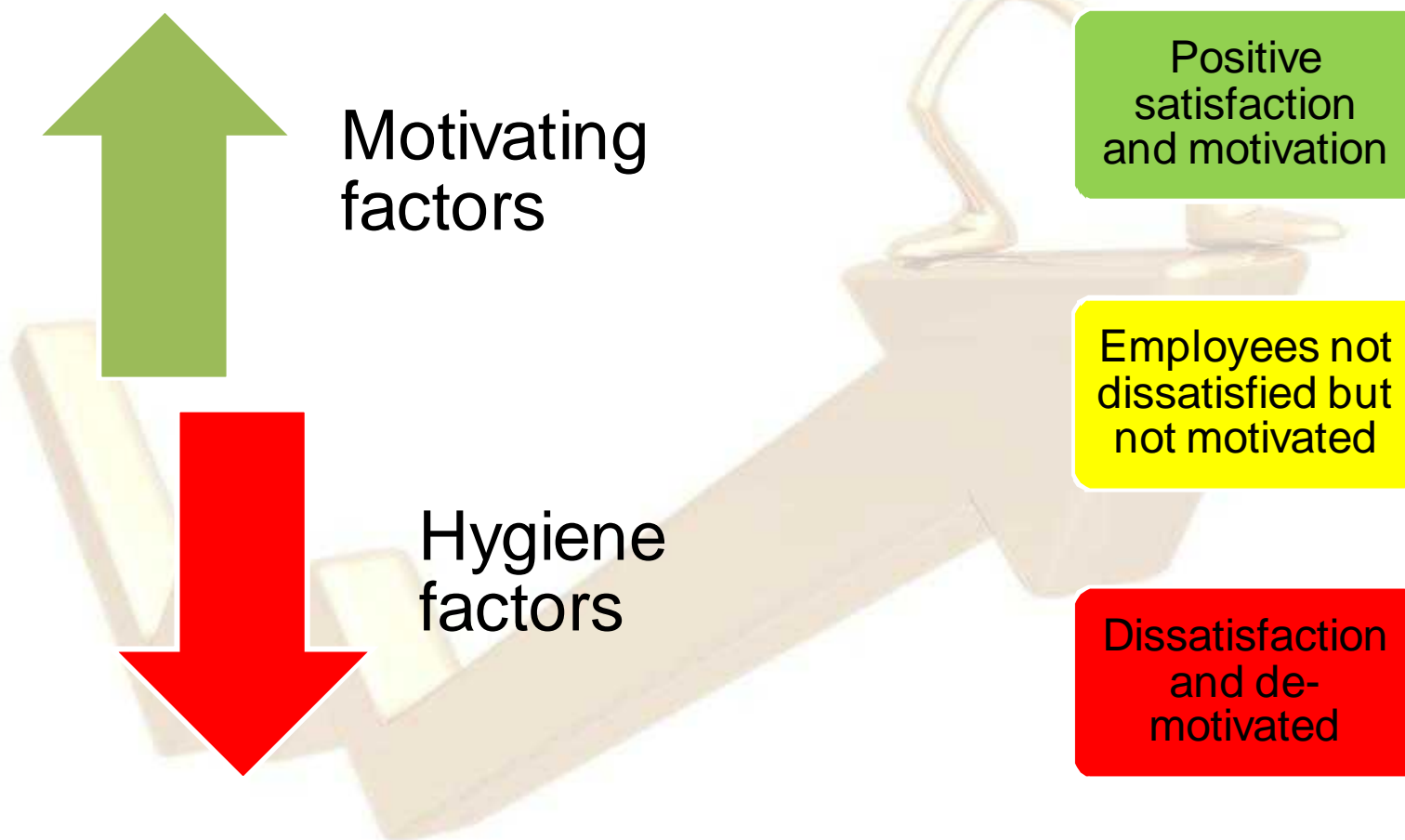
**Company policy  
And  
Administration**

**Salary**

**Interpersonal  
Relationships**

**Supervision**

# Job Design Theory- Herzberg





- Douglas MacGregor, 1960: Theory X & Y
- Interaction between supervisors and subordinates
- Organization's management approach is determined by supervisors' attitudes and beliefs about subordinates



# McGregor's Theory X

- People inherently dislike work and will avoid it if they can.
- People must be coerced, controlled, directed, and threatened in order to make them work.
- The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition.

# McGregor's Theory Y

- Role of Management
  - Task of management is to arrange organizational conditions so that people can achieve their own goals best by directing their own efforts toward organizational objectives
- Human Nature
  - People are not naturally passive, they have become so as a result of experience in organizations
  - Motivation and capacity for assuming responsibility is inherent in people



# What Employees Want

- Maintainers.
- Motivators.





# Maintainers

- Working conditions
- Company policies
- Job security
- Pay and benefits
- Relationships with coworkers
- Supervision
- Status



# Motivators

- Achievement
- Recognition
- Satisfying work
- Responsibility
- Advancement
- Growth
- Part of a team
- Autonomy
- Flexibility
- Fair pay & benefits
- Inspiring leadership
- Work environment



# Motivational strategies

Changes in

- Job structure
- Pay structure

Flexible work schedules

Benefit programmes

Build positive interpersonal work climate



# Changes in job structure

## **Job rotation**

systematic movement of workers from one type of task to another. This alleviates boredom and monotony

## **Job enlargement**

the expansion to jobs to include additional, more varied work tasks

## **Job enrichment**

raising the responsibility associated with a particular job.



# Change in pay structure

- Skills based pay system
- Merit pay
- Gain-sharing
- Profit sharing



# Flexible work schedules

## **Compressed work week**

Decreasing the number of days worked per week and increasing the number of hours per day

## **Flexitime**

Employee is committed to working a specified number of hours per week, but has flexibility in relation to the beginning and ending of time for each day



# Benefit programmes

Flexible working schedules

A variety of health care options

Retirement plans

Profit sharing

Career development programmes



# Build positive interpersonal work climate

Cooperative vs competitive work structure

Social activities

Staff retreats





# Great Motivators

- Full appreciation for job well done
- Be part of decisions
- Open communications
- Interesting & meaningful work
- Stress the positives
- Say “Thank You!”
- Praise workers for going the extra mile
- Reward Employees – “You get what you reward”
- Train-Train-Train



# Include In Decisions

## Ask

- how you can use more of their talents
- what they would change
- for their ideas and how you can put the ideas into action



# Communicate!

- Tell them exactly what you want – Then let them do it!
- How can I help you succeed?
- Discuss organization and individual goals –Ask about their goals
- Share information – Let them know what is happening
- Refuse to gossip





# Meaningful Work

- 75% of employees think they have a direct impact on organization's success
- Tell them how their job is important
- Cross-train

# Good Relationships At Work



- Get to know your employees
- Be sure everyone shares information
- Apply the same standards to everyone
- Continually stress equal, fair treatment for all
- Celebrate! – Have fun!





# To stay self motivated...

- **Make good choices**
  - visualize your path to success and stay focused,
    - What do I want to do?
    - What will I do to get there?
    - What steps do I need to take to get there?
- **Stop procrastinating**
- **Break a large task into smaller, more manageable jobs**
- **Schedule your work day**
- **Reward yourself !**



# Thank You

For more details log on to

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