

A

Seminar report

On

Motivation

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Of MBA

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Preface

I have made this report file on the topic **Motivation**; I have tried my best to elucidate all the relevant detail to the topic to be included in the report. While in the beginning I have tried to give a general view about this topic.

My efforts and wholehearted co-corporation of each and everyone has ended on a successful note. I express my sincere gratitude towho assisting me throughout the preparation of this topic. I thank him for providing me the reinforcement, confidence and most importantly the track for the topic whenever I needed it.

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INTRODUCTION

Nearly all the conscious behavior of human being is motivated. The internal needs and drives lead to tensions, which in turn result into actions. The need for food results into hunger and hence a person is motivated to eat.

A manager requires to create and maintain an environment in which individuals work together in groups towards the accomplishment of common objectives. A manager cannot do a job without knowing what motivates people. The building of motivating factors into organizational roles, the staffing of these roles and the entire process of leading people must be built on a knowledge of motivation. It is necessary to remember that level of motivation varies both between individuals and within individuals at different times. Today in the increasingly competitive environment maintaining a highly motivated workforce is the most challenging task. The art of motivation starts by learning how to influence the behavior of the individual. This understanding helps to achieve both, the individual as well as organizational objectives.

Motivation is a powerful tool in the hands of leaders. It can persuade convince and propel. People to act.

WHAT IS MOTIVATION?

It is a general tendency to believe that motivation is a personal trait. Some people have it and the others don't. In practice, some are labeled to be lazy because they do not display an outward sign of motivation. However, individuals differ in their basic motivational drives. It also depends upon their areas of interest. The concept of motivation is situational and its level varies between different individuals and at different times. If you understand what motivates people, you have at your command the most powerful tool for dealing with them.

DEFINING MOTIVATION

Motivation is to inspire people to work, individually or in groups in the ways such as to produce best results. It is the will to act. It is the willingness to exert high levels of effort towards organizational goals, conditioned by the efforts and ability to satisfy some individual need. Motivation is getting somebody to do something because they want to do it. It was once assumed that motivation had to be injected from outside, but it is now understood that everyone is motivated by several differing forces.

Motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

To motivate others is the most important of management tasks. It comprises the abilities to communicate, to set an example, to challenge, to encourage, to obtain feedback, to involve, to delegate, to develop and train, to inform, to brief and to provide a just reward.

MOTIVATION METHODS

There are as many different methods of motivating employees today as there are companies operating in the global business environment. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees deem to be important. It may be that employees within the same department of the same organization will have different motivators. Many organizations today find that flexibility in job design and reward systems has resulted in employees' increased longevity with the company, improved productivity, and better morale.

EMPOWERMENT Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment.

CREATIVITY AND INNOVATION At many companies, employees with creative ideas do not express them to management for fear that their input will be ignored or ridiculed. Company approval and toeing the company line have become so ingrained in some working environments that both the employee and the organization suffer. When the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible work force, using more wisely the experience of its employees, and increasing the exchange of ideas and information among employees and departments. These improvements also create an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in the marketplace.

LEARNING If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer.

QUALITY OF LIFE The number of hours worked each week by American workers is on the rise, and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale.

Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flextime, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives.

MONETARY INCENTIVE For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

OTHER INCENTIVES Study after study has found that the most effective motivators of workers are nonmonetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven nonmonetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

TYPES OF MOTIVATION

(1) Achievement Motivation

It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. It is similar to 'Kaizen' approach of Japanese Management.

(2) Affiliation Motivation

It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation.

(3) Competence Motivation

It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.

(4) Power Motivation

It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organization and are willing to take risks to do so.

(5) Attitude Motivation

Attitude motivation is how people think and feel. It is their self confidence, their belief in themselves, their attitude to life. It is how they feel about the future and how they react to the past.

(6) Incentive Motivation

It is where a person or a team reaps a reward from an activity. It is "You do this and you get that", attitude. It is the types of awards and prizes that drive people to work a little harder.

(7) Fear Motivation

Fear motivation coerces a person to act against will. It is instantaneous and gets the job done quickly. It is helpful in the short run.

REQUISITES TO MOTIVATE

- 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
- Challenge only motivates if you can win
- Everybody has a motivational fuse i.e. everybody can be motivated
- Group belonging motivates

ADVANTAGES AND DISADVANTAGES OF MOTIVATION

Surprisingly, there are advantages and disadvantages to motivation depending on whether motivation comes from outside sources, known as extrinsic motivation, or from internal sources, termed intrinsic motivation.

EXTRINSIC MOTIVATION:

Advantages:

1. Requires minimal effort on the part of the teacher or manager
2. Generally applicable to all individuals in the group
3. May consist of tangible or intangible rewards

Disadvantages:

1. Lack of effectiveness over a long-term period
2. Rewards or benefits must be steadily increased or changed to remain enticing
3. Discourages desire for learning for the sake of learning itself

INTRINSIC MOTIVATION:

Advantages:

1. Leads to more effective long-term learning and recall
2. Is a personal experience for each individual in the group
3. Self-perpetuates further intrinsic motivation

Disadvantages:

1. Requires the instructor or leader to have personal knowledge of each individual in the group
2. Time-consuming for instructors/teachers
3. Varies for each individual

Motivation Theories

Content Theories

- Maslow's Hierarchy Theory
- Herzberg's two-factor theory of motivation
- Alderfer's ERG theory
- Contemporary theories
- Equity theory
- Attribution theory

- Maslow's hierarchy theory:

Maslow outlined the overall theories of motivation. He thought that a person's motivational needs could be arranged in a hierarchical manner. He believed that once a given level of need is satisfied it no longer serves to motivate. The next level has to be activated to motivate the individual.

- Maslow identified 5 levels of hierarchy needs.
- Psychological needs
- Safety needs
- Love needs
- Esteem needs
- Needs for self actualization
- Maslow's need hierarchy theory can be converted into the content model of work motivation as shown.

Maslow's model

- Herzberg's two-factor theory of motivation
- extension of Maslow's theory

- conducted a study among accountants and engineers
- found out impact of job content and job context
- study revealed two sets of factors affecting motivation and work-the two factor theory of motivation and job satisfaction.
- the absence of certain factors caused dissatisfaction. These were called the hygiene factors. They serve to prevent dissatisfaction
- the other set of factors ,if present , serve to motivate the individual to superior performance. they were the growth factors.
- challenging jobs and opportunities will ensure motivation of personnel.

Conclusion

Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing HR managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal-directed behavior, social comparison of rewards reinforcement, and performance-satisfaction.

The increasing attention paid towards motivation is justified because of several reasons.

Motivated employees come out with new ways of doing jobs. They are quality oriented. They are more productive. Any technology needs motivated employees to adopt it successfully.

Several approaches to motivation are available. Early theories are too simplistic in their approach towards motivation. For example, advocates of scientific Management believe that money is the motivating factor. The Human Relations Movement posits that social contacts will motivate workers.

Mere knowledge about the theories of motivation will not help manager their subordinates. They need to have certain techniques that help them change the behavior of employees.

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