

Motivation

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- ▲ Performance is a function of ability and motivation
 - Ability depends on education, experience and training
 - Ability takes a long time to improve
 - Motivation can be improved quickly

- ▲ Seven Strategies for Motivation
 - Positive Reinforcement/high expectations
 - Effective discipline and punishment
 - Treating people fairly
 - Satisfying needs
 - Setting work related goals
 - Restructuring jobs
 - Base rewards on job performance

- ▲ Theories
 - Theory X- states that people are lazy and must be rewarded and punished to work
 - Theory Y (Douglas McGregor)- assumes that people want to learn so that they can develop self discipline and self development
 - Theory Z (Abraham Maslow)- says that people have basic needs that must be met
 - Physiological Needs: food, water, oxygen, sufficient rest and sleep
 - Safety Needs: security, stability, freedom from fear and chaos
 - Belongingness and Love Needs: acceptance within a group, friendships, giving and receiving affection
 - Esteem Needs: self-respect, desire for achievement, competence, independence, reputation, recognition, dignity, appreciation
 - Self-actualization Needs: desire to do what he or she is particularly fitted to do; musicians must make music, artists must paint, poets must write if they are ultimately to be at peace with themselves.
 - Hygiene/Motivation Theory (Frederick Herzberg)- states that people have 2 types of needs
 - Animal Needs- supervision, interpersonal relations, working conditions, salary
 - Human Needs- recognition, work, responsibility, advancement
 - Chris Argyris- stated that satisfaction in work is more valuable than material rewards
 - Rensis Likert- found out of the four types of styles of management (exploitative-authoritative, benevolent-authoritative, consultative, and participative), participative was most effective because of feel of trust and sense of participation

- Contingency Approach (Fred Luthans)- certain practices work better than others for certain people and certain jobs
- Expectancy Theory (Victor Vroom)- leadership styles should be tailored to particular situations and groups and people should be rewarded with things that they value, not what the manager thinks they value

▲ How to Motivate

- Approval, praise, and recognition
- Trust, respect, and high expectations
- Loyalty
- Job enrichment
- Good communications
- Financial incentives

▲ Persuasion

- Persuasion is more powerful than coercion
- Three components of persuasion
 - Suggest
 - Play on a person's sentiments
 - Appeal to logic

▲ Important Job Factors

- Interesting work
- Opportunity to develop special abilities
- Enough information
- Enough authority
- Enough help and equipment
- Friendly and helpful coworkers
- Opportunities to see results of work
- Competent supervision
- Responsibilities clearly defined
- Good pay
- Job security

▲ Creating a motivating environment

- Fairness
- Job security
- Involvement