

MOTIVATION

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

⇒ SELF-MOTIVATING LEADERS ⇒ Managers are responsible for providing an environment conducive to performance. Individuals, however, are themselves responsible for self-motivation.

* BEHAVIORAL MODEL: MCGREGOR'S THEORY X AND THEORY Y ⇒

⇒ McGregor's theory X and Theory Y two sets of assumptions about the nature of people.

THEORY X ASSUMPTIONS: THE TRADITIONAL ASSUMPTIONS about the nature of people, according to McGregor are included in Theory X as follows.

→ Average human beings have an inherent dislike of work and will avoid it if they can.

→ Because of this human characteristic of disliking work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

→ Average human beings prefer to be directed and wish to avoid responsibilities. have relatively little ambition and want security above

THEORY Y, ASSUMPTIONS:

→ McGregor sees the Assumptions under Theory Y, as follows.

* ⇒ THE expenditure of PHYSICAL AND MENTAL effort IN WORK is as NATURAL as PLAY or REST.

* ⇒ EXTERNAL CONTROL AND the threat of PUNISHMENT are NOT the ONLY MEANS FOR PRODUCING effort toward ORGANIZATIONAL OBJECTIVES.

* ⇒ THE degree of COMMITMENT to OBJECTIVE is in PROPORTION to the SIZE of the REWARDS ASSOCIATED WITH their ACHIEVEMENT.

* ⇒ AVERAGE HUMAN BEINGS learn UNDER PROPER CONDITIONS, NOT ONLY to ACCEPT RESPONSIBILITY BUT ALSO to SEEK IT.

* ⇒ THE CAPACITY to exercise a RELATIVE HIGH degree of IMAGINATION, INGENUITY AND CREATIVITY IN the SOLUTION of ORGANIZATIONAL PROBLEMS is WIDELY, NOT NARROWLY distributed in the POPULATION.

⇒ These two sets of ASSUMPTIONS obviously are FUNDAMENTALLY different. Theory X is PESSIMISTIC, STATIC and RIGID, and the theory Y is OPTIMISTIC, DYNAMIC and FLEXIBLE, with an emphasis on SELF-DIRECTION and the INTEGRATION of INDIVIDUAL NEEDS WITH ORGANIZATIONAL DEMANDS.

* MASLOW'S HIERARCHY OF NEEDS THEORY:

→ Maslow's NEED theory states that when ONE set of NEEDS is SATISFIED, the next HIGHER kind of need comes to be MOTIVATOR.

* ⇒ THE NEEDS HIERARCHY ⇒

— THE BASIC HUMAN NEEDS PLACED BY MASLOW IN AN ASCENDING ORDER OF IMPORTANCE AND STATUS: —

- [1.] PHYSIOLOGICAL NEEDS → These are the basic needs for sustaining human life itself such as food, water, warmth, shelter and sleep. Maslow took the position that, until these needs are satisfied to the degree necessary to maintain life other needs will not motivate people.
- [2.] SECURITY or, SAFETY, NEEDS → People want to be free of PHYSICAL DANGER and of the fear of losing a job, property, food, or shelter.
- [3.] AFFILIATION, or, ACCEPTANCE, NEEDS: — SINCE PEOPLE ARE SOCIAL BEINGS they need to belong to be accepted by others.
- [4.] ESTEEM NEEDS. → According to Maslow, once people begin to satisfy their need belong, they tend to want to be held in esteem both by themselves and by others.
- [5.] NEED FOR SELF ACTUALIZATION → Maslow regards this as the highest need in the hierarchy. It is the desire to become what one is capable of becoming to maximize one's potential and to accomplish something.

