

MOTIVATION

MOTIVATION

- 1. What is motivation?**
- 2. Types of motivation**
- 3. Motivation theories:**
 - Maslow's Theory
 - Herzberg's theory
 - The X and Y theory
- 4. What motivates today's employees?**
- 5. Corporate strategy and vision**

WHAT IS MOTIVATION?



Motivation is the *reason or reasons* (причины) *for* *behaving in a particular way*, especially when we speak about **human behavior** as studied in **philosophy, economics, psychology,** and **neuropsychology.**

REWARD

These reasons are usually associated with the notion (*понятие*) “**reward**” (*награда*) – something that a person expects to get as a result of his behaving this or that way.



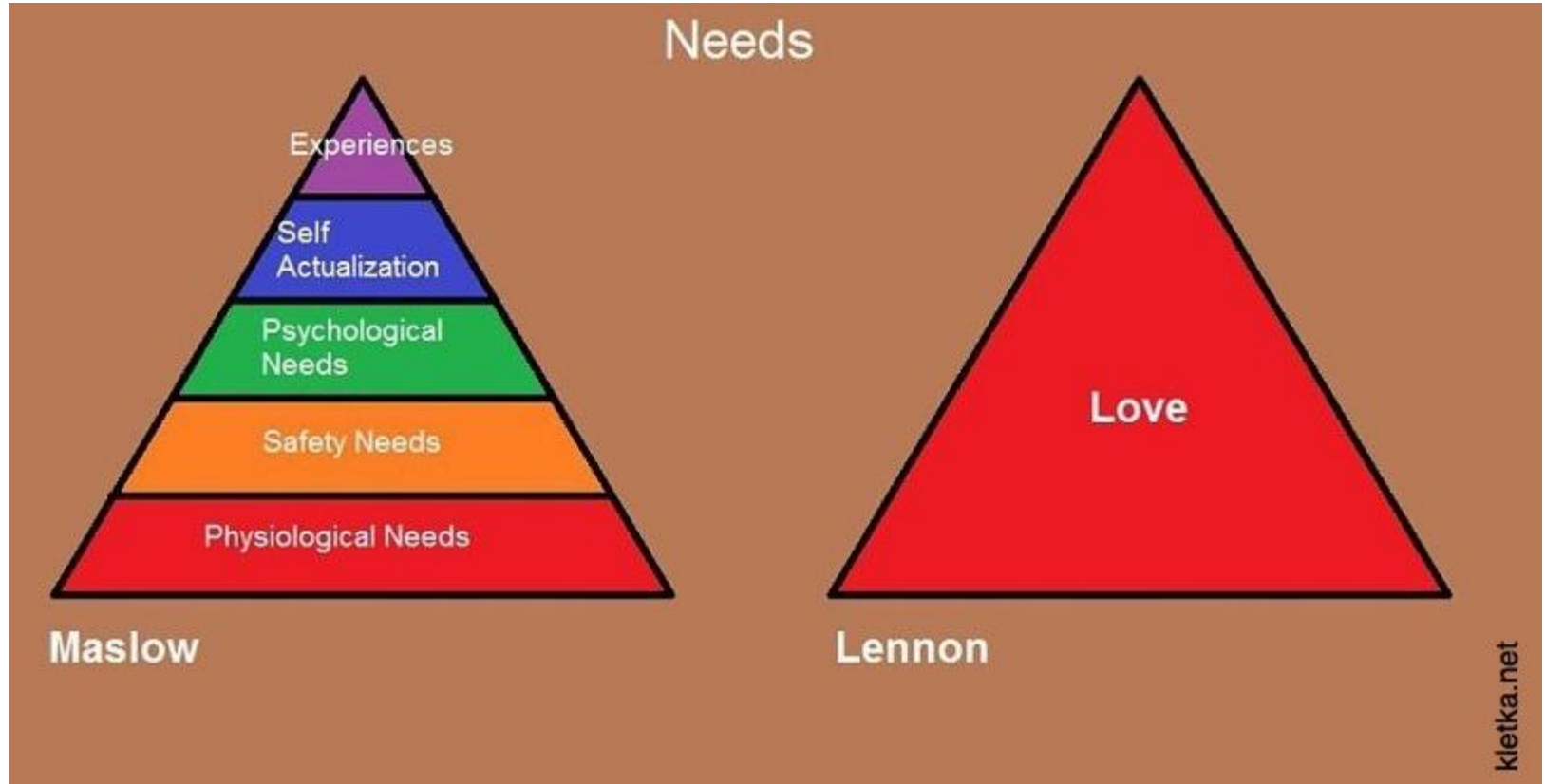
Reward should be immediate

Studies show that if the person receives the reward *immediately* (немедленно), the effect would be greater.

Repetitive action-reward combination can cause the action to become habit (привычка).

NEEDS

Needs are also a strong motivational tool.



NEEDS

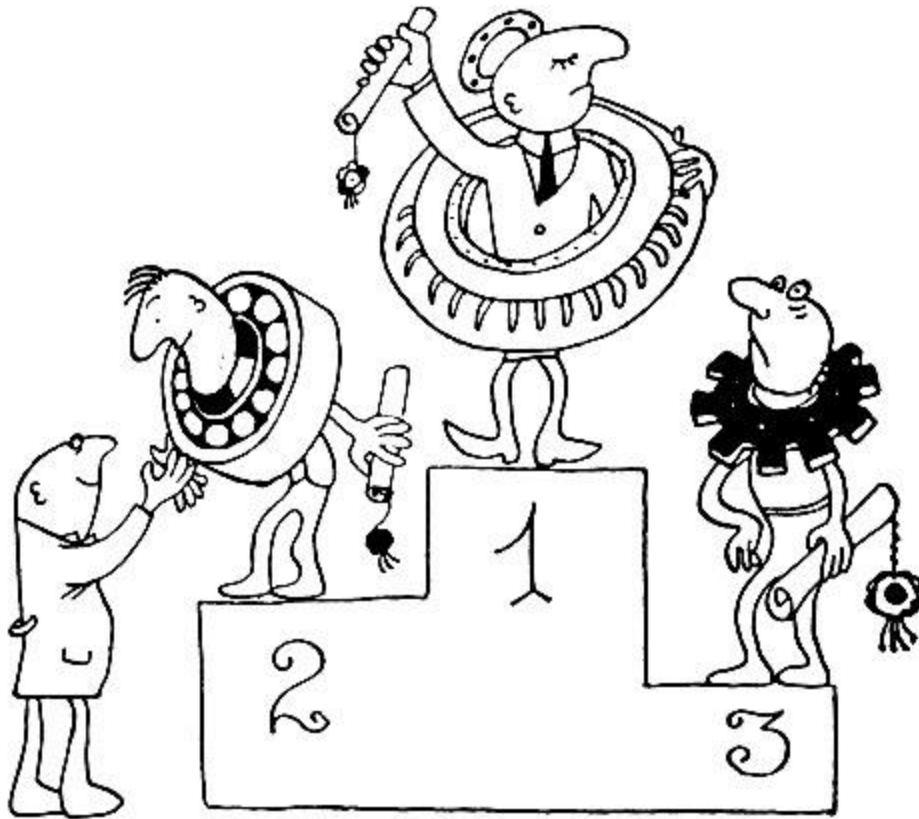
Motivation may include basic needs (*потребности*) such as

- **food or a desired object,**
- **hobbies,**
- **goal,**
- **a particular state of being, or**
- **ideal.**

The motivation for a behavior may also be attributed (*связана*) to less-apparent (*менее явные*) reasons such as **altruism** or **morality**.

Types of Motivation

Motivation can be **extrinsic** (*внешняя*) or **intrinsic** (*внутренняя*).



**Extrinsic
motivation**

comes from
outside of the
performer.

Extrinsic rewards
are *external* to the
person; for example,
praise (*похвала*) or

We say that motivation is **intrinsic** when people engage in an activity which gives them *pleasure*, such as a **hobby**, without obvious external incentives (*стимулов*).

Intrinsic rewards are *internal* to the person; for example, **satisfaction** or a **feeling of accomplishment** (*достижение, успех*).



For example, students are more likely to be intrinsically motivated if they:

- *Attribute **their educational results to internal (внутренние) factors that they can control (e.g. the amount of effort (количество усилий) they put in),***
- *Believe **they can be effective agents in reaching (достижению) desired goals (i.e. the results are not determined (не определяются) by luck),***
- *Are **interested in mastering (овладение) a subject, rather than just rote-learning (механическое заучивание) to achieve good marks.***

MASLOW'S MOTIVATION THEORY

Maslow's theory, introduced in 1954, can be summarized like this:

- Human beings have *wants* (нехватка чего-либо) and *desires* (желания) which influence (влиять) their behavior;
- only **unsatisfied needs** can influence behavior, satisfied needs cannot.
- Needs are numerous, so they are arranged in order of importance, from the basic to the complex.
- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.

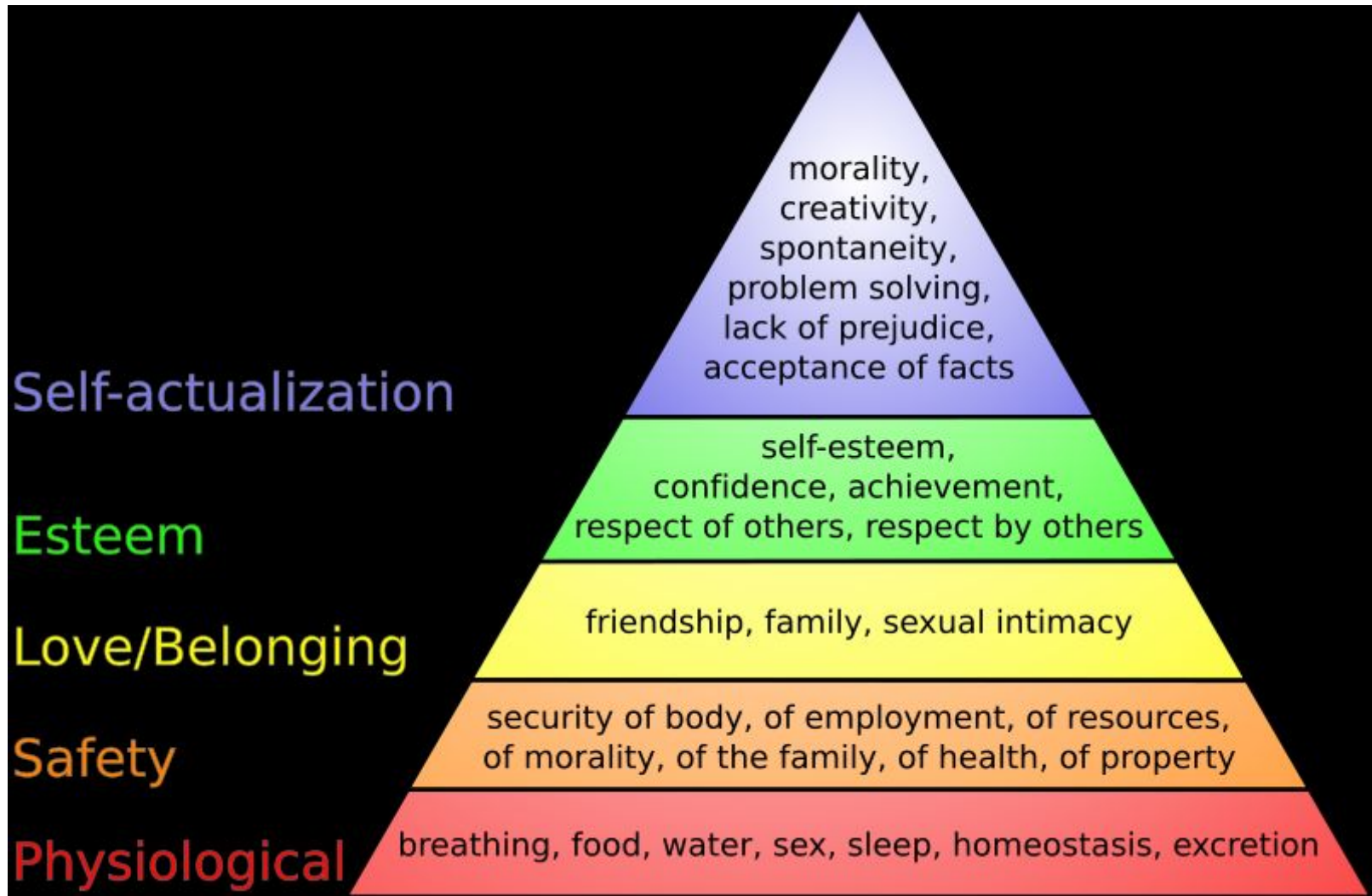
Maslow's Hierarchy of Needs

The further the progress up the hierarchy, the more individuality, humanity (*человеческие качества*) and psychological health a person will show.

The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- ***Physiological (физиологические) needs***
- ***Needs connected with safety and security (безопасность и надежность)***
- ***Social needs connected with the problems of interpersonal relations (межличностные отношения)***
- ***Needs connected with esteem (оценка)***
- ***Self-actualization (самореализация)***

Maslow's Hierarchy of Needs



Maslow postulated that different people recognize (*распознают*) and satisfy the needs in generally the same way: *a person could not recognize or pursue (стремиться удовлетворить) the next higher need in the hierarchy until he or she has satisfied his/her current need.*

HERZBERG'S THEORY

Herzberg's Motivating Factors Theory

In the January-February 1968 issue of the Harvard Business Review Frederick Herzberg published his classic article “***One More Time: How Do You Motivate Employees?***”

In that article Dr. Herzberg identified **two types of motivational factors:**

- factors that **prevent dissatisfaction** (*предотвращают возникновение чувства неудовлетворенности*) with the job and
- factors that **enhance satisfaction** (*повышают ощущение удовлетворенности*).

Herzberg called these **two groups of factors** affecting people's attitudes about work ***hygiene factors*** (dissatisfiers) and ***motivators*** (satisfiers).

According to the theory, the **absence** of hygiene factors **can create job dissatisfaction**, but ***their presence does not motivate or create satisfaction.***

On the contrary, the motivators were elements that ***enriched*** (*обогащали*) a person's job.

Hygiene factors:

- company policy (*политика компании*),
- supervision (*надзор*),
- interpersonal relations,
- working conditions, and
- salary (*зарплата*)

Motivators:

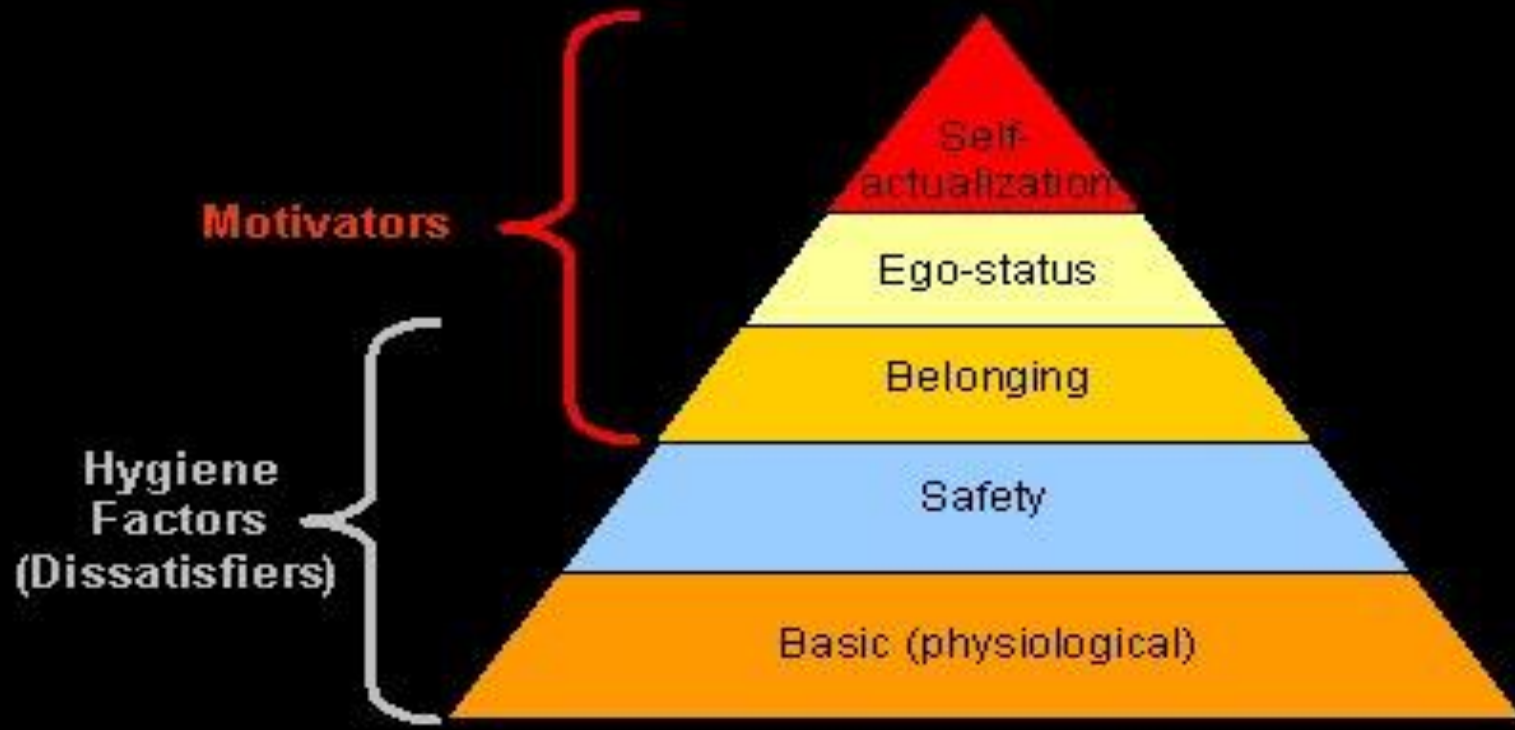
- achievement,
- recognition (*признание*),
- the work itself,
- responsibility (*ответственность*), and
- advancement (*продвижение*).

These **motivators** (satisfiers) were associated with **long-term** (*долговременные*) positive effects in job performance while the **hygiene factors** (dissatisfiers) consistently produced only **short-term** (*кратковременные*) changes in job attitudes (*отношение к работе*) and performance, which quickly fell back to its previous level.

Maslow vs. Herzberg

Motivation: Maslow's Hierarchy of Needs & Herzberg's Motivation-Hygiene Theory

Five needs systems which account for most of our behavior



Shortly speaking, the satisfiers describe a person's relationship with what she or he does.

The dissatisfiers, on the other hand, deal with a person's relationship to the context or environment in which she or he performs the job.

The satisfiers relate to **the character of the work** while the dissatisfiers relate to **the working conditions**.

The research shows that **if** as a manager you **truly want to motivate workers do their best** you **must go beyond** (*выходить за рамки*) just **preventing** (*предотвращение*) **dissatisfaction** and actively **promote** (*способствовать*) **satisfaction with the job**.

THEORY X and THEORY Y

Theory X and theory Y (D. McGregor)

Theory X and theory Y are theories of human motivation created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s that have been used in human resource management, organizational behavior, and organizational development.

Theories X and Y describe two very different *attitudes* toward workforce motivation.

APPROACH (подход) №1 - Theory X

In this theory, management assumes **employees are lazy** and will avoid (*будут избегать*) work if they can.

Because of this, workers need to be **closely supervised** and comprehensive (*всесторонние*) **systems of controls** need to be developed.

According to this theory, **employees** will show **little ambition without being stimulated** and will avoid (*будут избегать*) responsibility whenever they can.

Usually these managers feel the sole interest of the employees in the job is money. They will blame (*винить*) the person first in most situations, without questioning whether it may be the system, policy, or lack of training (*отсутствие тренировки*) that should be blamed.

The result of this line of thought is that Theory X managers naturally **adopt a more authoritarian style** based on the threat of punishment (*угроза наказания*).

APPROACH №2 - Theory Y

In this theory management assumes employees may be **ambitious** (*амбициозными*), **self-motivated**, **anxious** (*жаждущими*) **to accept** (*принять*) **greater responsibility**, and **exercise** (*осуществлять*) **self-control, self-direction**.

It is believed that employees **enjoy** their mental and physical **work duties**.

It is also believed that if given the chance employees **have the desire to be creative** in the workplace. There is a chance for **greater productivity** by giving employees the freedom to perform at the best of their abilities.

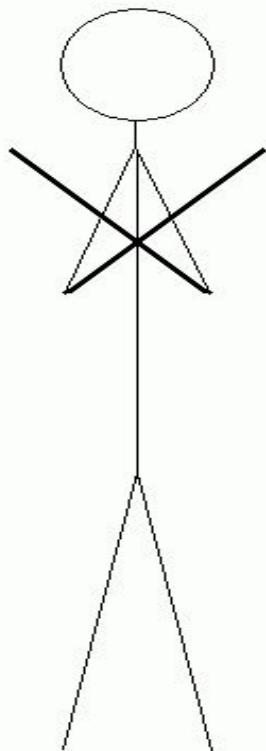
Theory X and Theory Y combined

For McGregor, Theory X and Y **are not different ends of the same thing**. Rather they are **two different things** in themselves.

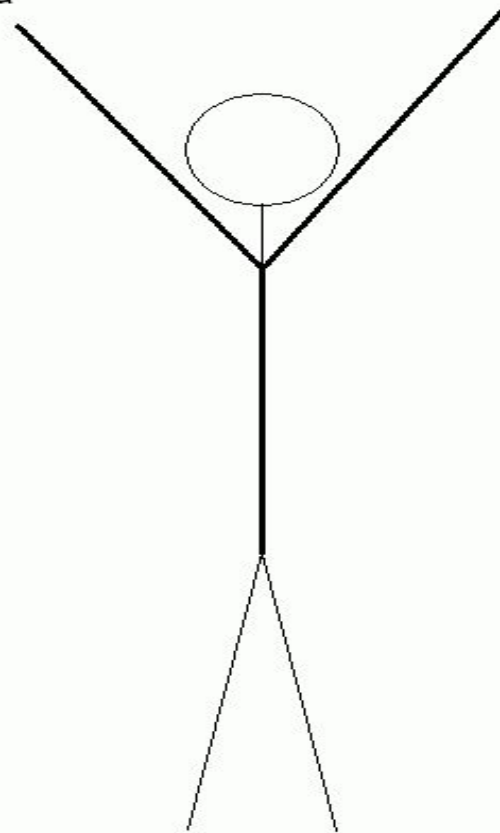
Thus, if a manager needs to apply (*применять*) Theory Y principles in one situation, that does not mean that he cannot apply the principles of Theory X in another situation.

McGregor's work was based on **Maslow's hierarchy of needs**. He grouped Maslow's hierarchy into needs of the "**lower order**" (*нижнего порядка*) (Theory X) and needs of the "**higher order**" (*высшего порядка*) (Theory Y). He suggested that management could use either (*любой из двух*) set of needs to motivate employees.

McGregorova teorie X a teorie Y – Mnemotechnická pomůcka
McGregor's theory X and theory Y – Mnemonic
Теория X и теория Y МакГрегора – Мнемоника



X:
„Já nic dělat nebudu“
„I won't work“
„Не желаю работать“
„Nie będę pracował“



Y:
„Hurá, práce, dejte ji sem!“
„Hurrah, work!“
„Ура, работа!“
„Hurra, praca!“

Criticisms

Taken too literally (*поняты слишком буквально*) Theory X and Y seem to represent unrealistic extremes (*крайности*). Most employees (and managers) fall somewhere in between these poles (*полюса*).

But Theory X and Theory Y are still important terms in the field of management and motivation. Recent studies have questioned (*поставили под вопрос*) the rigidity (*негибкость*) of the model, and McGregor's X-Y Theory remains a guiding principle of positive approaches to management, to organizational development, and to improving organizational culture.

What motivates today's
employees?

What motivates today's employees

Strange as it may seem **managers don't know what motivates employees.**

In his article for the June 22, 1995, issue of *Employment Relations Today* entitled "***Employee Motivation: Addressing a Crucial Factor in your Organization's Performance,***" Dr. Ken Kovach found striking (поразительные) differences between how employees rank 10 possible reward factors and the ways their managers rank them.

● Here is the comparison:

What Employees Want	What Supervisors Thought Employees Wanted
1. Interesting work	1. Good wages
2. Full appreciation of work done	2. Job security
3. Feeling of being "in" on things	3. Promotion and growth
4. Job security	4. Good working conditions
5. Good wages	5. Interesting work
6. Promotion and growth	6. Personal loyalty to employees
7. Good working conditions	7. Tactful disciplining
8. Personal loyalty to employees	8. Full appreciation of work done
9. Tactful disciplining	9. Help with personal problems
10. Help with personal problems	10. Feeling of being "in" on things

The main idea of this research is to show that **employers are often mistaken** thinking that they really know what their employees want from the job.

And though **money** does play an important role as a driver of the worker's activity, a manager should not forget that **it is not the only and not always the main** (*не главная*) **driving force** (*движущая сила*).

THREE MAIN MOTIVATORS

In their book *Gung Ho!* authors Ken Blanchard and Sheldon Bowles identify **three building blocks to creating a motivating work environment.**

1. Employees want to feel that they are a **significant (значимая) and important part of their work environment.**

Workers should be put in control of achieving the goal: it is increasingly important to place the responsibility for decision making directly on the employees themselves.

Employees are more motivated when they know that their opinion matters.

2. **Cheering (подбадривание) each other on:** create a collaborative climate where improvement is celebrated and people feel acknowledged (*получают признание*).
3. **Reward (награда) and recognition (признание заслуг)** focused on catching people doing things right is one of the best ways to positively reinforce (*усилить*) a motivating work environment.

It should be also born in mind that **the force of this or that motivator depends on the type of work** a person performs: whether it demands (*требует*) creativity or mental work, or it is associated with merely (*только лишь*) physical efforts.

A study was carried out by the US Department of Labor among 1500 workers, who were asked **to rate the job factors**, from a list of **23**, **which they considered important** starting from the most important factor.

It is interesting that out of the 23 job factors listed (*перечисленных*) for the survey (*опрос*), with the exception of two items **groups selected the same top ten factors**, although with different rankings.

**MOTIVATORS DEPENDS ON
THE TYPE OF WORK TO DO**

Their findings (Sanzotta (1977)) are contained in the table below.

White-collar workers	Blue-collar workers
A. Interesting work	A. Good pay
B. Opportunities for development	B. Enough help and resources
C. Enough information	C. Job security
D. Enough authority	D. Enough information
E. Enough help and resources	E. Interesting work
F. Friendly, helpful co-workers	F. Friendly, helpful co-workers
G. See results of own efforts	G. Clearly defined responsibilities
H. Competent supervision	H. See results of own work
I. Clearly defined responsibilities	I. Enough Authority
J. Good pay	J. Competent supervision

It is significant that **good pay** was considered as **the most important factor** by the **blue-collar workers**, but it ranked as **the least important** for **white-collar workers**.

As becomes clear from the surveys mentioned above, **the kind of reward a worker is expecting to get** as a result of his/her work **depends largely on the kind of work he performs**. Factors that also influence this include education, age, social status.

Thus when choosing how to reward a person, a manager has to approach each employee individually.

REWARDS

REWARD (*награда*)

It's clear that **favourable** (*благоприятная*) **working environment** (*рабочая среда*) influence motivation, being as Dr Herzberg stated a factor that keeps the workers from being dissatisfied.

But the greatest motivator still is the **reward** (*награда*) that a worker gets as acknowledgement for his/her good work.

MONEY

Whatever we may think money is a universal reward.

According to **Peter Drucker** (1974) 'there is not one ...evidence for the alleged (*предполагаемый*) turning away from material rewards... **Antimaterialism is a myth.**'

In fact, material rewards **are taken so much for granted** (*принимаются как должное*) that their denial may act as a de-motivator.

Economic incentives (*стимулы*) are becoming rights rather than rewards.

There is no doubt that we live in a money-motivated world. Any amount of human relations cannot compensate for a lack of monetary reward. If the reward is right, good human relations will serve as additional motivating factor for a team to give their best efforts.

But insufficient monetary reward cannot be compensated by good human relations.

It is no different in the industrial world. Strikes (*забастовки*) for better salary (*зарплата*) and rewards do still occur. All this despite the claim of psychologists that security is the prime (*главная*) need of a person, as indicated in the previous section.

Self-motivation can go only so far and it **needs to be constantly reinforced by rewards**. In particular, merit (*заслуга*) must be measured and rewarded regularly, if it is to be encouraged (*поощрена*) and sustained (*поддержана*).

Properly used, money can be a motivating factor, but little money may have no effect. To achieve motivation of executives, for example, one should remember that:

- **reward should be meaningful; and**
- **reward should vary with performance.**

Reward can act as the 'catalyst' (*катализатор*) for improved performance and better productivity. But reward, as such, is not enough and in any case **it is not a substitute (замена) for good management**. Rather, it is a part of management.

Certain basic criteria are essential (существенны) for rewards to be effective:

- *Reward should be **quick**.*
- *Reward should be **significant** (значительной).*
- *The goals (цели) and rewards must be: known, understandable, and attainable (достижимы).*
- *Reward must be **distinctly** (четко) and **directly related to performance**.*
- *Reward should be **irrevocable** (безвозвратны).*

Merit (*заслуга*) rating

Merit rating has been used as an indicator of performance. **Each employee is rated**, typically as **excellent, good, average or poor**, in respect of the following abilities:

- communication;
- human relations, including leadership and motivation;
- intelligence (*ум*);
- judgment (*суждение*);
- knowledge.

The rating, unfortunately, tends to be carried out purely mechanically and it carries a heavy **bias** (*предубеждение. субъективность*) of the rater who may not be objective and may also have favorites in the group.

IS THERE A UNIVERSAL STRATEGY OF HOW TO MOTIVATE EMPLOYEES?

It is well known that individual **behavior is intensely personal and unique**, yet companies seek to use the same policies to motivate everyone. **'Tailoring'** (*подгонка*) **the policy to the needs of each individual** is difficult but is far **more effective** and can pay handsome dividends.

Fairness (*справедливость*), **decisiveness** (*решимость*), **giving praise** (*похвала*) and **constructive criticism** can be more effective than money in the matter of motivation.

Leadership is considered synonymous with motivation, and the best form of leadership is designated as SAL, **situation adaptable leadership.**

In this style of leadership, one is never surprised or shocked, leadership must begin with the chief executive and it is more a matter of adaptation than of imparting knowledge. Ultimately, it is the leadership quality which leads to the success of a company through team building and motivating its people.

SUMMARIES

SUMMARIES

1. Motivation is associated with some reward (*награда*) that a worker gets as a result of his actions or because of his behaving a specific way. This reward can be **extrinsic** – coming from outside, or **intrinsic** – related to his feelings, personal development etc.
2. **Motivating strategy should be tailored** to the needs of a particular worker: his status, type of work he/she performs, his age, his interests. Workers and executives want different things from their work.

3. Rewards can be material and non-material. Non-material reward is related to the characteristics of the working environment which can be favourable (and thus keeping the worker from being dissatisfied) or unfavourable (demotivating).

Material rewards, the most universal of which is money, should be related to the performance of the worker, should be quick - closely connected to the result, fair and irrevocable (*безвозвратная*).

4. Reward system – however thought-through it may be – is not a substitute (*замена*) for good management, but only a part of it.

Corporate Vision as a Motivating Factor

- **Vision** refers to the category of **intentions** (*намерения*).
- The corporate success depends on the vision formulated by the chief executive or the top management.
- **A vision is the image that a business must have of its goals (*цели*) before it sets out to reach them. It describes aspirations (*стремления*) for the future, without specifying the means that will be used to achieve those desired goals.**
- For a vision to have any impact of the employees of an organization it has to be conveyed in a dramatic and enduring way. The most effective visions are those that inspire, usually asking employees for the best, the most or the greatest.

Warren Bennis, a noted writer on leadership, says: "*To choose a direction, an executive must have developed a mental image of the possible and desirable future state of the organization. This image, which we call a vision, may be as vague as a dream or as precise as a goal or a mission statement.*"

Mission Statement

A mission statement is *an organization's vision translated into written form.*

It makes concrete the leader's view of the direction and purpose of the organization. For many corporate leaders it is a vital element in any attempt to **motivate employees** and to **give them a sense of priorities** (*приоритеты*).

- A mission statement should be a **short and concise** (ЛАКОНИЧНЫЙ) **statement of goals and priorities**.
- In turn, **goals** are reached by fulfilling specific **objectives** that relate to specific time periods and are stated as facts.
- The **primary goal of any business is to increase shareholder value** (*акционерную стоимость компании, доходность с точки зрения получателей дивидендов*). The most important shareholders are those who own the business, employees who work for the business, and clients or customers who purchase products and/or services from the business.
- For instance, **Chrysler's** goal, as written in their mission statement, is clear - it is focused on consumer satisfaction: "***Chrysler's primary goal is to achieve consumer satisfaction. We do it through engineering excellence, innovative products, high quality and superior service. And we do it as a team.***" (1988)

Setting Goals (постановка целей)

- The **major outcome** of strategic road-mapping and strategic planning, after gathering all necessary information, is the **setting of goals** for the organization based on its vision and mission statement.
- A goal is a **long-range aim for a specific period**. It must be specific and realistic.
- **Long-range goals** set through strategic planning **are translated into activities** that will ensure reaching the goal through operational planning.

Setting Objectives (*постановка задач*)

- Setting objectives involves a continuous process of research and decision-making.
- Knowledge of yourself and your unit is a vital starting point in setting objectives.
- **Strategic planning** takes place at the highest levels; other managers are involved with **operational planning**.
- The first step in **operational planning** is defining objectives - the result expected by the end of the budget (or other designated (*обозначенный*)) cycle.

● **The objectives must be:**

- be focused on a result, not an activity
- be consistent (*последовательные, непротиворечивые*)
- be specific
- be measurable (*измеримые*)
- be related to time
- be attainable (*достижимые*)

Corporate Strategy

- **Strategy** is the way in which a company orients itself towards the market in which it operates and towards the other companies in the marketplace against which it competes. It is a plan an organization formulates to gain a sustainable advantage over the competition.
- Strategy answers the following questions:
 - *what are the sources of the company's sustainable competitive advantage?*
 - *how a company will position itself against competition in the market over the long run to secure a sustainable competitive advantage?*
 - *what are the key strategic priorities?*

- Successful companies are those that focus their efforts strategically.
- To meet and exceed customer satisfaction, the business team needs to follow an overall organizational strategy.
- A successful strategy adds value for the targeted customers over the long run by consistently meeting their needs better than the competition (*конкуренты*) does.

Seminar 6 Answer the following questions:

- 1. What is motivation?**
- 2. What types of motivation can be distinguished?**
- 3. Speak about the essence of different views on motivation:**
 - Maslow's Theory
 - Herzberg's theory
 - The X and Y theory
- 4. What motivates today's employees?**
- 5. What are the criteria on which the choice of motivation should be based?
How to make a reward effective?**
- 6. What job factors would you rank the most important? What are less important for you? What motivates you to do your job better?**
- 7. Speak about corporate strategy and corporate vision.**