

Motivation



What is Motivation?

How motivated are you now?

What are your thoughts as you enter the
Bank daily?

Motivation

- It is the driving force for you to achieve your goal!
- It is an inner drive to act or behave in a certain manner.
- It is psychological, and differs from one person to another.
- Motivation can be Self Motivation (which is the best) or motivation by others (which at times could be temporary!)
- Indian astronaut Wg. Cdr. Rakesh Sharma, when asked by the then PM Ms. Indira Gandhi about how India looked from space, replied: “Saare Jahan Se Achcha, Hindustan Hamara!”

Maslow's theory of Needs...



Hygiene factors and Motivators

- Hygiene factors:
 - Associated with dissatisfaction of employees.
 - E.g., Salary, work conditions, security, Bank's policies, etc.
 - Need to be removed/eliminated/minimized to reduce dissatisfaction. However, will not ensure satisfaction!
- Motivators:
 - Associated with satisfaction of employees.
 - E.g., work itself, responsibility, achievement, advancement, recognition, etc.
 - Increases motivation of employees and leads to better efficiency and productivity!



Macgregor's Theories of Motivation

Theory X

- Employees are naturally unmotivated.
- Authoritarian style of management necessary.
- Employees dislike working.
- They need to be directed, controlled, forced and threatened to work.
- Need to be enticed to produce results.

Theory Y

- Employees are self motivated.
- Participative style of management works.
- They enjoy work!
- They take responsibility.
- They are creative and solve problems imaginatively.



Pygmalion Motivation

- Named after G B Shaw's play "Pygmalion" based on "My Fair Lady" where a flower girl is transformed into a sophisticated lady.
- You can motivate and get better performance from people by communicating and setting High Performance Expectations!
- This is their motivation to perform better!!!



Motivational Calculus

- Proposed by Charles Handy, one of the most advanced Management Thinkers in the world.
- You have given an important task to a colleague or team member. However, he/she does not seem to be too happy, though having the skills and energy to do it.
- Why?
- Handy says that the following factors apply:
 - a) Needs - including personality and work environment
 - b) Results – measurable?
 - c) Effectiveness – do the results meet the needs?



The Hawthorne Experiments

- Elton Mayo, a researcher at Harvard, did several experiments to assess productivity of workers.
- Lighting was altered several times. However, productivity went up even when lighting was made bright, or made low....it was surprising!!!
- Result: Workers were motivated when they knew that they were being observed!
- However, good working conditions would certainly motivate staff to perform better!

Human Motivation Theory

- David McClelland proposed this theory.
- You have praised a staff member during a meeting, for the excellent report that she had prepared.
- However, she appears embarrassed. Why?

- He proposed 3 factors for motivation:
 - a) Achievement – challenging tasks, often working alone, needs feedback
 - b) Affiliation – wants to be with a group, wants to be liked, will go with group policy
 - c) Power – wants to control, influence, enjoys status and winning

Progress Theory

- Proposed by Teresa Amabile and Steven Kramer
- “Small wins” can boost motivation and performance!
- When staff take small, consistent steps forward, even in large tasks, they become more productive, creative and motivated!
- Set clear Goals, allow autonomy, provide resources, allow adequate time, provide support/expertise, learn from failure , recognize and celebrate success...



Equity Theory

- John Stacey Adams proposed this theory.
- A fair balance (equity) between an employee's inputs (skill, enthusiasm, hard work) and outputs (salary, benefits, intangibles) ensures a strong, productive relationship.
- This motivates employees to form a loyal bond and serve the organization with contentment.
- Employees are demotivated if inputs are far in excess of outputs.

Intrinsic and Extrinsic Motivators

- Intrinsic Motivation is driven by the interest or enjoyment of your work itself! Employee engagement at work is high, and they tend to improve their skills and capabilities.
- Extrinsic Motivation is driven by outside factors. E.g., reward or punishment, cheering of a crowd, etc. (Carrot and Stick can also work here).
- Related to Push and Pull motivational factors.
- Obviously, between the two, Intrinsic Motivation is better!
Why?



How do I motivate my team?

- Shed your ego!
- Trust and believe in them.
- Understand their skills and talents.
- Utilise their skills and talents.
- Do not be partial. Each member is different!
- Communicate regularly with them, and listen well.
- Empathise with them, especially during difficult situations.
- Win their respect, not their fear!
- Be a participative leader! Be one among them!
- Rejoice in the success of the team!

How should I motivate myself?

- Walk in with your head held high, greet everyone and say to yourself, “today is going to be a great day!”
- Accept success with joy, and do not let it go to your head!
- Accept failure with composure, and take steps to progress despite the failure!
- Have a hobby!
- Spend time with family.
- Think of what motivates you, and go for it!
- Think of what demotivates you, and avoid it!
- Reward yourself for success!
- Be positive, and avoid negative minded people....
- Say to yourself, “I can do it, I will do it.....”



Your task:

Be self motivated. Encourage your team members to be self motivated too!

Motivation, like bathing, does not last – that is why we recommend it daily!