MOTIVATION

Abraham Maslow's "Need Hierarchy Theory" :

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator.

As per his theory this needs are :

(i) Physiological needs :

These are important needs for sustaining the human life. Food, water, warmth, shelter, sleep, medicine and education are the basic physiological needs which fall in the primary list of need satisfaction. Maslow was of an opinion that until these needs were satisfied to a degree to maintain life, no other motivating factors can work.

(ii) Security or Safety needs :

These are the needs to be free of physical danger and of the fear of losing a job, property, food or shelter. It also includes protection against any emotional harm.

(iii) Social needs :

Since people are social beings, they need to belong and be accepted by others. People try to satisfy their need for affection, acceptance and friendship.

(iv) Esteem needs :

According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy and achievements and external esteem factors such as states, recognition and attention.

(v) Need for self-actualization :

Maslow regards this as the highest need in his hierarchy. It is the drive to become what one is capable of becoming, it includes growth, achieving one's potential and self-fulfillment. It is to maximize one's potential and to accomplish something.

As each of these needs are substantially satisfied, the next need becomes dominant. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, you need to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level.

Maslow's need theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and ease of understanding. However, research does not validate these theory. Maslow provided no empirical evidence and other several studies that sought to validate the theory found no support for it.

4) "Theory X and Theory Y" of Douglas McGregor :

McGregor, in his book "The Human side of Enterprise" states that people inside the organization can be managed in two ways. The first is basically negative, which falls under the category X and the other is basically positive, which falls under the category Y. After viewing the way in which the manager dealt with employees, McGregor concluded that a manager's view of the nature of human beings is based on a certain grouping of assumptions and that he or she tends to mold his or her behavior towards subordinates according to these assumptions.

Under the assumptions of theory X :

- Employees inherently do not like work and whenever possible, will attempt to avoid it.
- Because employees dislike work, they have to be forced, coerced or threatened with punishment to achieve goals.
- Employees avoid responsibilities and do not work fill formal directions are issued.
- Most workers place a greater importance on security over all other factors and display little ambition.
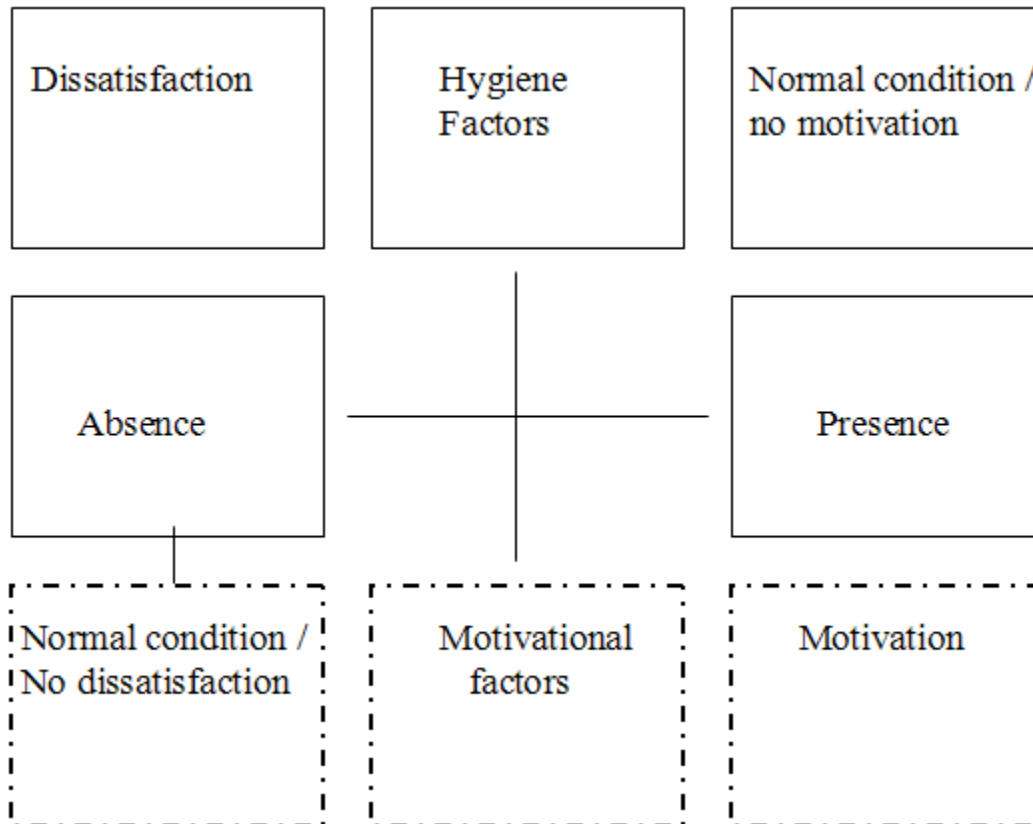
In contrast under the assumptions of theory Y :

- Physical and mental effort at work is as natural as rest or play.
- People do exercise self-control and self-direction and if they are committed to those goals.
- Average human beings are willing to take responsibility and exercise imagination, ingenuity and creativity in solving the problems of the organization.

- That the way the things are organized, the average human being's brainpower is only partly used.

On analysis of the assumptions it can be detected that theory X assumes that lower-order needs dominate individuals and theory Y assumes that higher-order needs dominate individuals. An organization that is run on Theory X lines tends to be authoritarian in nature, the word "authoritarian" suggests such ideas as the "power to enforce obedience" and the "right to command." In contrast Theory Y organizations can be described as "participative", where the aims of the organization and of the individuals in it are integrated; individuals can achieve their own goals best by directing their efforts towards the success of the organization.

However, this theory has been criticized widely for generalization of work and human behavior.

Frederick Herzberg's motivation-hygiene theory :

Frederick has tried to modify Maslow's need Hierarchy theory. His theory is also known as two-factor theory or Hygiene theory. He stated that there are certain satisfiers and dissatisfiers for employees at work. In- trinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction. He devised his theory on the question : "What do people want from their jobs ?" He asked people to describe in detail, such situations when they felt exceptionally good or exceptionally bad. From the responses that he received, he concluded that opposite of satisfaction is not dissatisfaction. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He states that presence of certain factors in the organization is natural and the presence of the same does not lead to motivation. However, their nonpresence leads to demotivation. In similar manner there are certain factors, the absence of which causes no dissatisfaction, but their presence has motivational impact.

Dissatisfaction	Hygiene Factors	Normal condition / no motivation
Absence		Presence
Normal condition / No dissatisfaction	Motivational factors	Motivation

Examples of Hygiene factors are :

Security, status, relationship with subordinates, personal life, salary, work conditions, relationship with supervisor and company policy and administration.

Examples of Motivational factors are :

Growth prospectus job advancement, responsibility, challenges, recognition and achievements.

Charismatic leadership focuses on the people's concerns, not over production or tasks. Leaders who develop this type of leadership, spend most of their time trying to meet the needs of their followers. They also accept feedback from their followers.

People who practice charismatic leadership try to create comfortable and friendly environments. The type of environment usually produces great work and results, even though this is not the focus.

Some of the most well-known leaders with this style of leadership include Adolph Hitler, Winston Churchill, Bill Clinton, and Mother Teresa.

To gain the trust of their followers, they reached out through emotion. In turn, they gained their followers' respect and loyalty. Charismatic leadership techniques can be very effective if the leaders are confident that they will work.

Charismatic leaders understand the goals of a company and how it relates to the employees. They are willing to go the extra mile to make employees feel comfortable so that the goal can be made.

Sometimes they will even sacrifice their own financial safety, and take personal risks to reach their goals. This type of behavior usually impresses followers to action.

Charismatic leadership tendencies are really appreciated in companies when a new product is being launches, or there is a current crisis. They are not known for their long-term abilities.

Depending on the type of situation, a charismatic leader is not always attractive. Charismatic leadership skills are not always the best when you are trying to achieve high levels of performance. Charismatic leaders may not be the best leader for seeing an entire project through to the end.

On the other hand, they are great for starting a process and getting through tough times. If you need a leader who will help improve employee relations or employee comfort, a charismatic leader would be a great influence.

When you think of charismatic leadership, it is easy to think of someone that is inspiring. Most charismatic leaders seem to be natural leaders.

Many times they don't know that they are using certain tactics and strategies to win the heart of the people. Those that do, are known to be not only charismatic, but conscious leaders as well.

There are **different leadership styles** out there. Depending on what you are trying to achieve, knowing the different styles can help you become a better and successful leader.

In some point in time, most of us will find ourselves needing to take on some kind of leadership role. There are leadership positions almost in any type of organization, hobby, religion, and politics. During your experiences in life, you will come across many different people who practice different leadership styles.

Kurt Lewin, a famous psychologist, categorized leadership into three basic styles. Since 1939 when he identified these three styles, other types of leadership have been established. Lewin recognized that good leaders know how to use a style or a combination of a couple of styles to apply to their situation.

Autocratic leadership is the first style that Lewin categorized. This is a dictator style of leading. One person makes all the decisions and likes it that way. This type of leadership promotes clear expectations and routine.

This style also is one that causes a lot of unhappy subordinates. Autocratic leaders normally aren't very creative and they demand obedience.

Autocratic leadership is best used when the group or team member doesn't know anything about the procedure or process of what you are trying to accomplish. It also works well in situations where there isn't a lot of need for input.

The Democratic leader, on the other hand, likes to involve others. This is usually known as the most effective style of leadership.

Not only the leader, but team members and employees feel like they can make a contribution in the decision-making process. This helps everyone to feel appreciated and satisfied.

Leaders who use this style try to act more as a guide than a boss. They will use discussion to look for suggestions or ideas. Even though the leader has the final say, the team will usually feel that they are included in the whole process.

Followers usually are more loyal in this type of situation because they have a personal stake in the outcomes. Overall, this style benefits everyone who is involved.

The third style that Lewin categorized is called the Delegative-Free Rein style. This type of leadership style focuses on understanding priorities and delegating the tasks. The leader in this situation will ask others to even make decisions, but will take on all final responsibilities.

This leadership style works best when groups or team members know what they are doing. In situations where individuals are highly motivated and well-trained, this is a style worth looking into.

Depending on what kind of situation you are in, it is a good idea to look into the different leadership styles to see what would work best for you and your team.

TEAMS & GROUPS

Teamwork Defined

The traditional workplace, with its emphasis on internal competition and individual star performers, is undergoing a transformation. In U.S. businesses, a strong movement toward the use of teams is occurring. Management experts and researchers suggest that a successful organization is characterized by effective teamwork and leadership rather than management. Organizations are realizing the importance of developing teams that can work in a coordinated, efficient, and creative manner.

As a result, managers are responsible for creating, developing, and supporting the cooperative efforts of individuals under their influence. Compiling honest, clear-eyed evaluations of how these individuals interact is a critical first step to building cohesive, long-term working relationships. Interactions among employees can be characterized in three ways:

- **Groups:** A group exists almost anywhere two or more people interact or coexist. A group does not have a unified purpose. Many people mistakenly expect that simply working in close proximity to others is enough to allow an effective team to emerge. Not so. Although individuals may be close physically, don't assume that their thought processes or levels of commitment are in sync. Remember that an individual may work simply for a paycheck and exhibit a lack of concern for the organization, its activities, its mission, and its people that is obvious to even the most casual observer. These individuals do just enough to get by, but not enough to make a difference.

- **Mobs:** Unlike groups, mobs have a unified purpose. Mobs of employees often form with the focused intent to challenge, malign, or even sabotage the established order. Although many people think of mobs as chaotic, disorganized, and unstructured, they are actually very purposeful in their actions.

- **Team:** Teams share a common goal. A team is composed of two or more people who interact regularly and coordinate their work to accomplish a mutual objective.

Some management experts believe that highest productivity results only when groups become teams.

The major difference between groups and teams centers around how work gets done. Work groups emphasize individual work products, individual accountability, and even individual-centered leadership. In contrast, work teams share leadership roles, have both individual and mutual accountability, and create collective work products. In other words, a work group's performance is a function of what its members do as individuals, while a team's performance is based on collective results—what two or more workers accomplish jointly.

Types of Teams

The development of teams and teamwork has grown dramatically in all types of organizations for one simple reason: No one person has the ability to deliver the kinds of products and services required in today's highly competitive marketplace. Organizations must depend on the cooperative nature of many teams to create successful ventures and outcomes.

Teams can be vertical (functional), horizontal (cross-functional), or self-directed (self-managed) and can be used to create new products, complete specific projects, ensure quality, or replace operating departments.

- **Functional teams** perform specific organizational functions and include members from several vertical levels of the hierarchy. In other words, a functional team is composed of a manager and his or her subordinates for a particular functional area. Accounting, personnel, and purchasing departments are examples of functional teams.

- **Cross-functional teams** are made up of experts in various specialties (or functions) working together on various organizational tasks. Team members come from such departments as research and development, design, engineering, marketing, and distribution. These teams are often empowered to make decisions without the approval of management. For example, when Nabisco's executives concluded that the company needed to improve its relationship with customers and better satisfy customers' needs, they created cross-functional teams whose assignments were to find ways to do just that. Although functional teams are

usually permanent, cross-functional teams are often temporary, lasting for as little as a few months or as long as several years, depending on the group tasks being performed.

- **Self-directed work teams,** or self-managed teams, operate without managers and are responsible for complete work processes or segments that deliver products or services to external or internal customers. Self-directed work teams (SDWTs) are designed to give employees a feeling of "ownership" of a whole job. For example, at Tennessee Eastman, a division of Eastman Kodak Company, teams are responsible for whole product lines—including processing, lab work, and packaging. With shared team responsibilities for work outcomes, team members often have broader job assignments and cross-train to master other jobs. This cross-training permits greater team flexibility.

No matter what type of team is formed, the benefits of teamwork are many, including synergy and increased skills, knowledge, productivity, flexibility, and commitment. Among the other benefits are increased job satisfaction, employee empowerment, and improved quality and organizational effectiveness.