



Motivation



Motivation



(Work with people, not work by people)

Understanding how people behave in an organization shows:

- ◎ *There is self / induced behavior to bring / maintain needs, directed towards **unmet needs**, which in turn become goals, and people behave to satisfy them.*
- ◎ *Behavior can be **reinforced** (intrinsic or extrinsic).*
- ◎ *Negative reinforcement leads to blocked behavior that is irrational: (absenteeism, negativism, quitting)*

Motivation

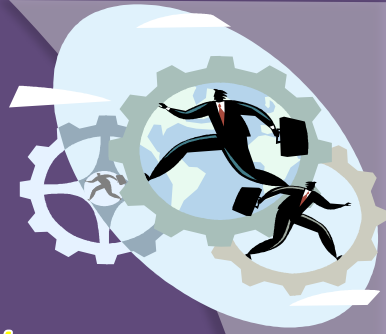


State of feeling or thinking to perform a task or engage in a particular behavior.

Managerial definition: *designing & implementing policies to influence individual behavior.*



Defense mechanisms



used unconsciously in frustration:

Displacement: *الازاحة* aggression towards subordinate.

Rationalization: *التبرير* believes the reason lies elsewhere.

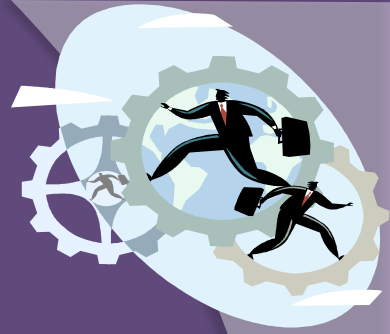
Withdrawal: *الانسحاب* avoid problem situations.

Regression: *النكوص* behaves in a childish way.

Repression: *الكبت* losing conscious awareness.

Compensation: *التعويض* excels in other area to hide deficiency.

Reasons for motivation



- ◎ *Improve productivity & efficiency.*
- ◎ *Reduce absenteeism & tardiness عبط.*
- ◎ *Promote creativity & innovativeness.*
- ◎ *Work cooperatively as team members.*
- ◎ *Reenergize those who no longer feel challenged.*
- ◎ *Re-motivate following reduction in workforce.*
- ◎ *Get people to take added responsibilities.*
- ◎ *Recruit hard-to-find workers.*

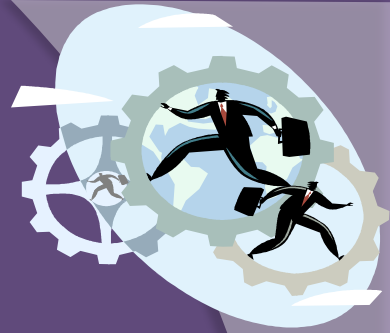


Content theories



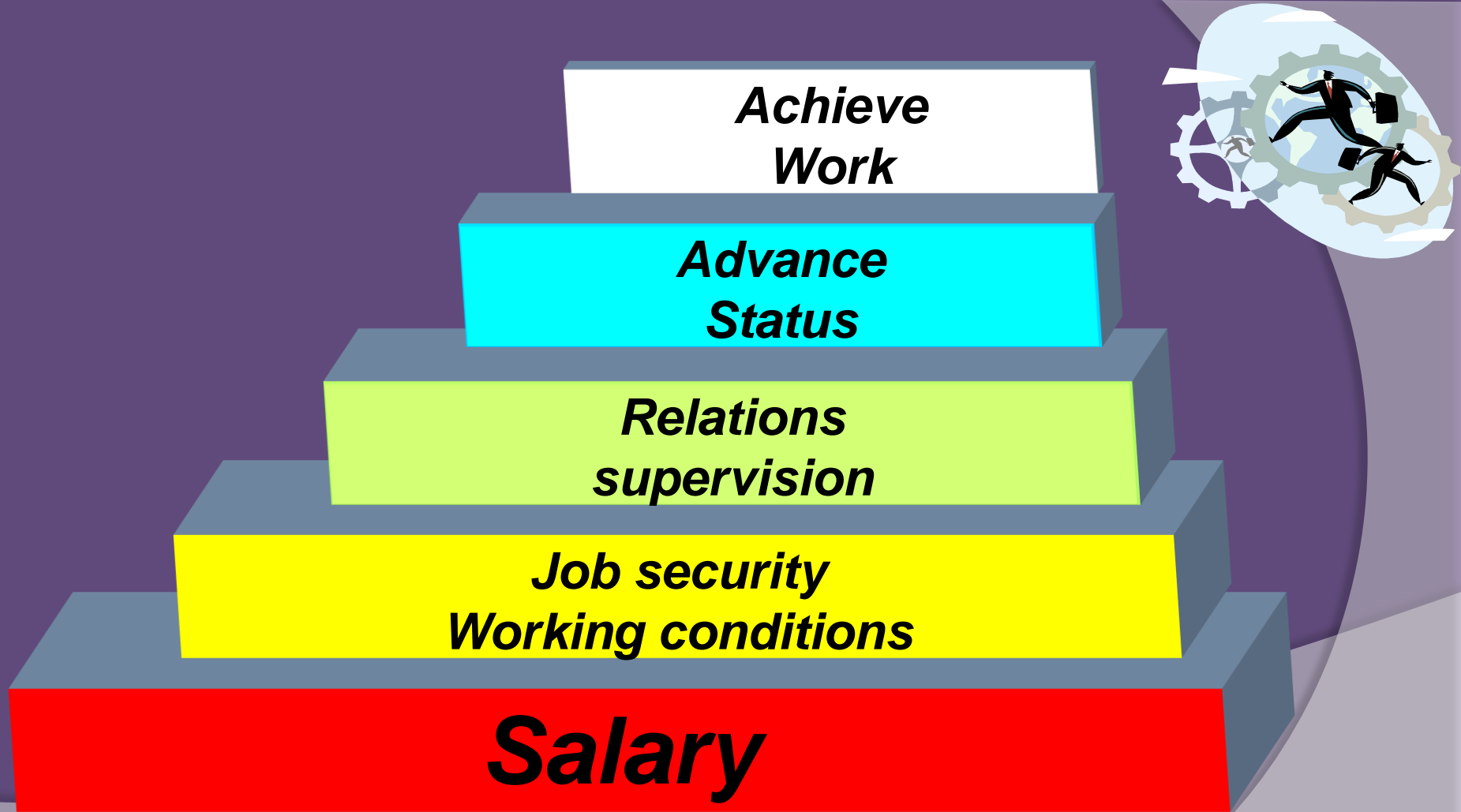
Motivation is a goal directed internal drive aims to satisfy physical or psychological needs. Motivation is a function of pay, working hours, and working conditions. Employee feel underpaid or lacking recognition vis-à-vis other employees.

Maslow theory



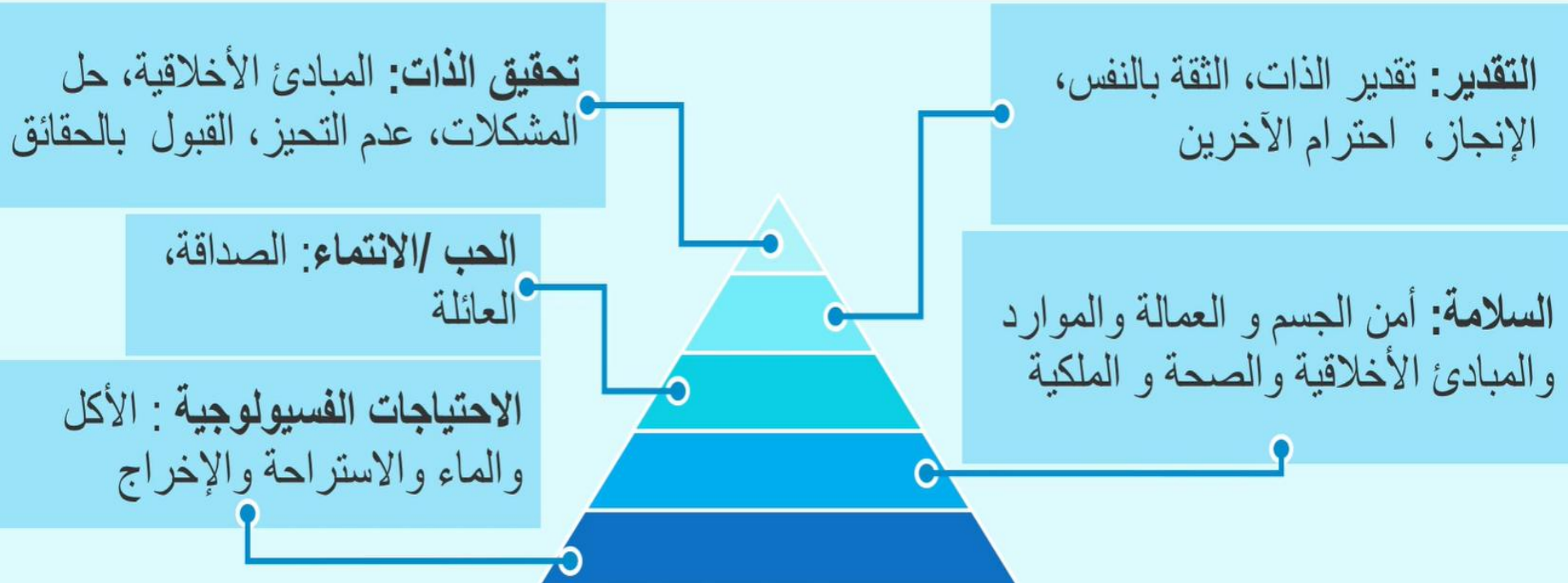
Depending on hierarchy of needs (Maslow A 1943). Five need levels that must be satisfied sequentially (satisfaction progression).

Practical actions: *redesigning jobs, building responsibility, decision making, autonomy, opportunities for achievement.*

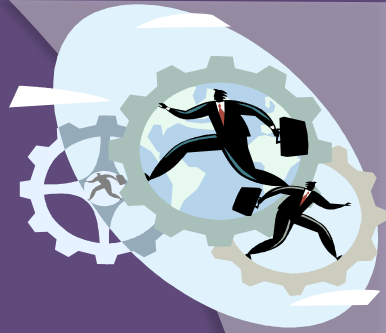


ما الذي يحفز الأفراد؟ (1)

نظرية ماسلو تقدم لك قائمةً تحقق مفيدةً لتأخذ بعين الاعتبار رفاهية زملائك وكيفية التفاعل معهم.



Criticisms to Maslow model



- ◎ *Little evidence for stepwise hierarchy.*
- ◎ *Needs do not fall into neat five step hierarchy.*
- ◎ *Needs are ambiguous and overlap, not distinct.*
- ◎ *Obvious exception: Soldiers risk death for ideology. Scientists continue creation sacrificing health & security. Nurses may work long hours without getting enough sleep. Some have met their low level needs, but not strive for higher level needs.*

