

*In the name of the most high*

# Human Factors and Motivation





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# Leadership

- The managerial function of leading is defined as the process of influencing people so that they will contribute to organization and group goals.
- Human factors, motivation, leadership, communication

# Human factors in managing

-  Multiplicity of Roles
-  No Average person
-  The Importance of personal Dignity
-  Consideration of the whole Person

# Motivation

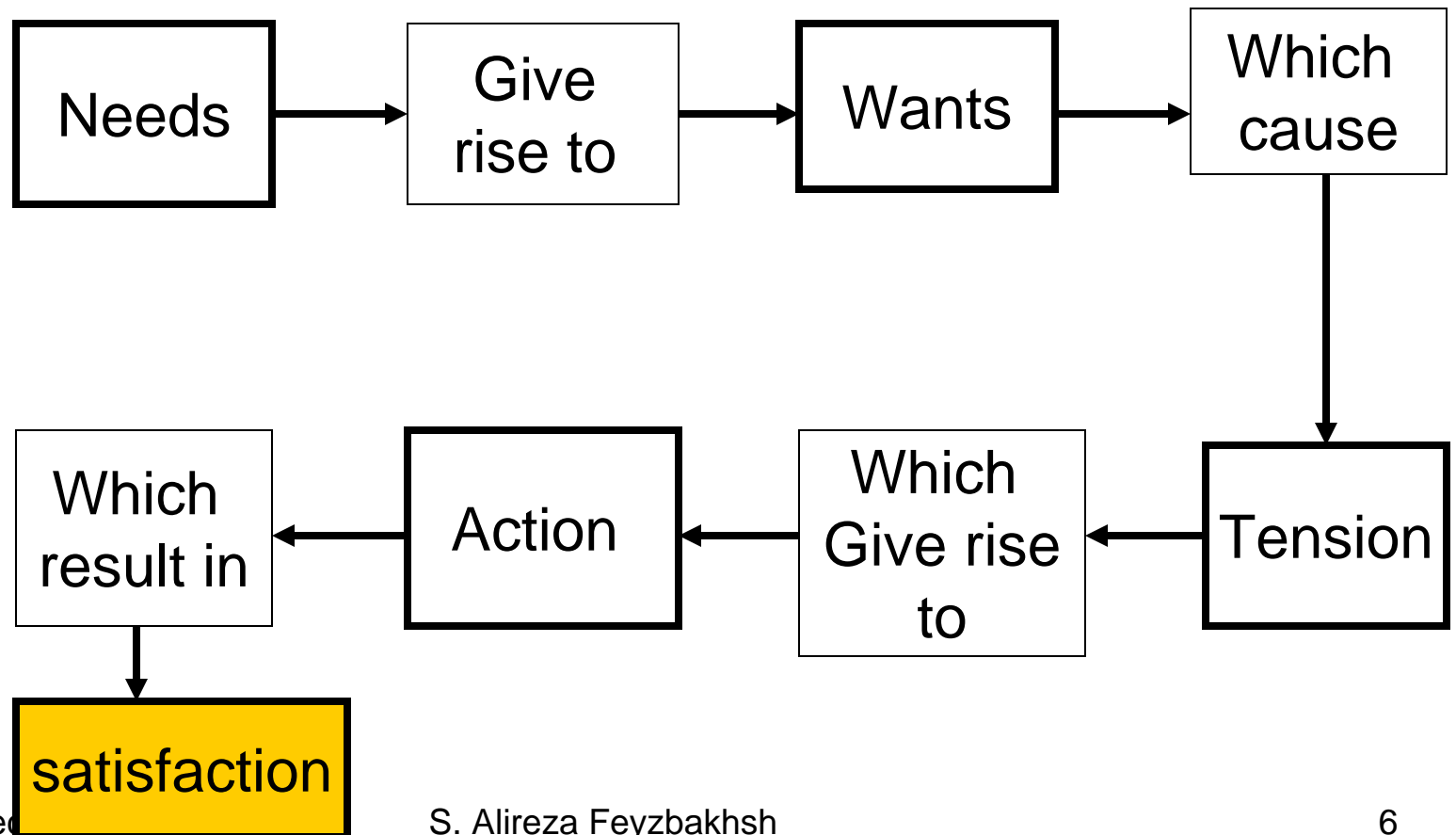
- Motivation is a general term applying to the entire class of drives, needs, wishes, and similar forces



# Self-motivation

- 1) Set a goal for yourself, and do not lose sight of it.
- 2) Supplement your long-term objectives with short-term goals and specific actions.
- 3) Learn a challenging new task each year.
- 4) Make your job a different one.
- 5) Develop an area of expertise.
- 6) Give yourself feedback and reward yourself.

# The Need-Want-satisfaction chain



# MOTIVATORS

- Motivators are things that induce an individual to perform,
- They are also the means by which conflicting needs may be reconciled or one need heightened so that it will be given priority over another.

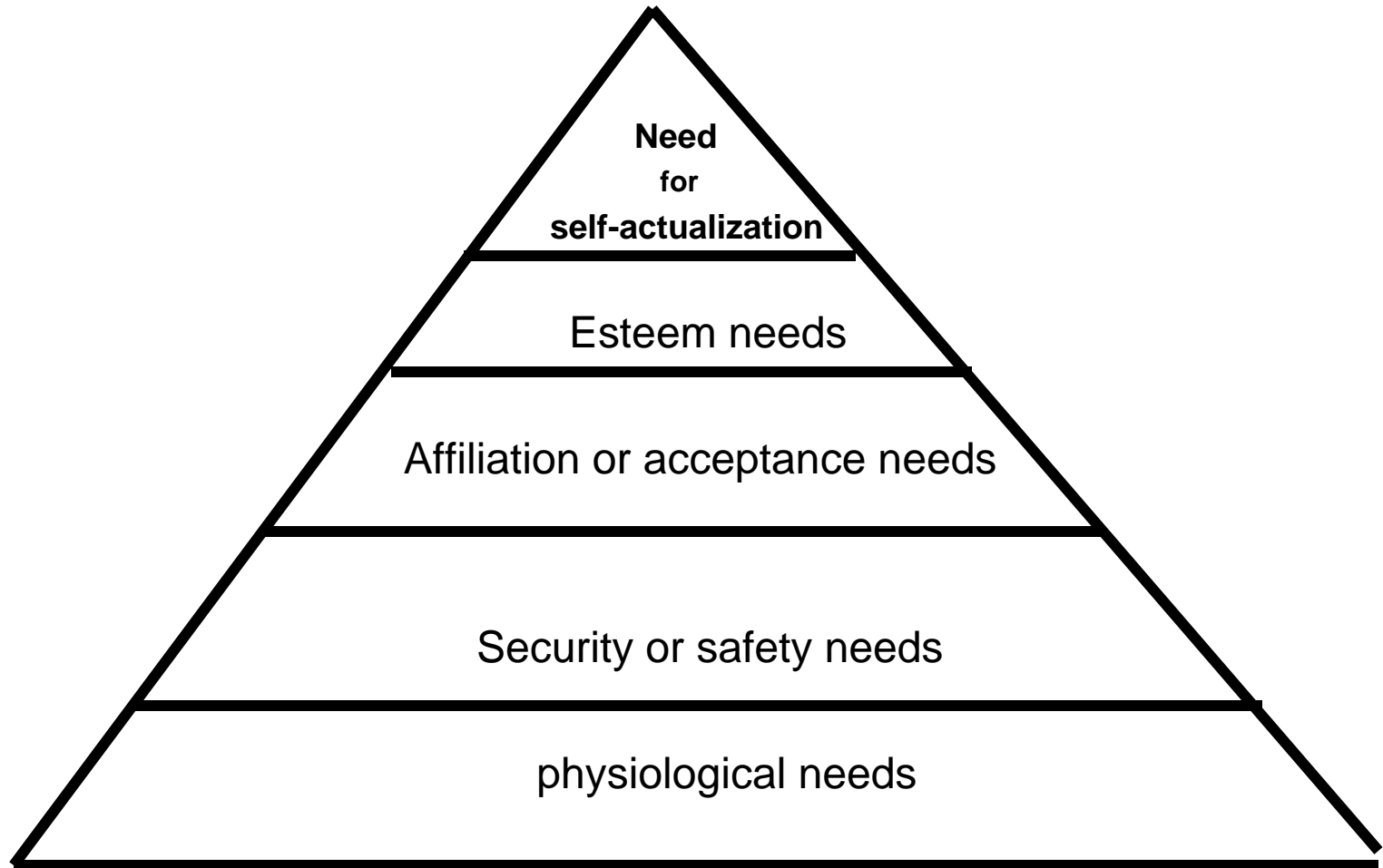
# Motivation



- The Carrot and the Stick
  - Often the “carrot” is money in the form pay or bonuses.
  - The “stick” is the form of fear.



# Maslow's hierarchy of needs



# Herzberg's motivation-hygiene approach

<b>Motivators</b>	Maintenance Factors
<p><b>Challenging work</b></p> <p><b>Achievement</b></p> <p><b>Growth in the job</b></p> <p><b>Responsibility</b></p> <p><b>Advancement</b></p> <p><b>Recognition</b></p>	<p><b>Status</b></p> <p><b>Interpersonal relationship</b></p> <p><b>Quality of supervision</b></p> <p><b>Company policy and administration</b></p> <p><b>Working conditions</b></p> <p><b>Job security</b></p> <p><b>Salary</b></p>

# McGregor's Theory X

1. Average human beings have an inherent dislike of work and will avoid it if they can.
2. 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.
3. Average human beings prefer to be directed, wish to avoid responsibility, have relatively little ambition, and want security above all.

# McGregor's Theory Y

- 1. The expenditure of physical effort and mental effort in work is as natural as play or test.**
- 2. People will exercise self-direction and self-control in the service of objectives to which they are committed.**
- 3. The degree of commitment to objectives is in proportion to the size of the rewards associated with their achievement.**
- 4. Average human beings learn, under proper conditions, not only to accept responsibility but also to seek it.**
- 5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution organizational problem is widely, not narrowly, distributed in the population.**
- 6. under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.**

# McClelland's need theory of motivation

- ▶ Need for Power
- ▶ Need for Affiliation
- ▶ Need for Achievement

# The Expectancy Theory of Motivation

◇ Victor H. Vroom

$$\text{Force} = \text{Valence} \times \text{Expectancy}$$

- ✓ Force is the strength of a person's motivation
- ✓ Valence is the strength of an individual's preference for an outcome
- ✓ Expectancy is the probability that a particular action will lead to a desired outcome.

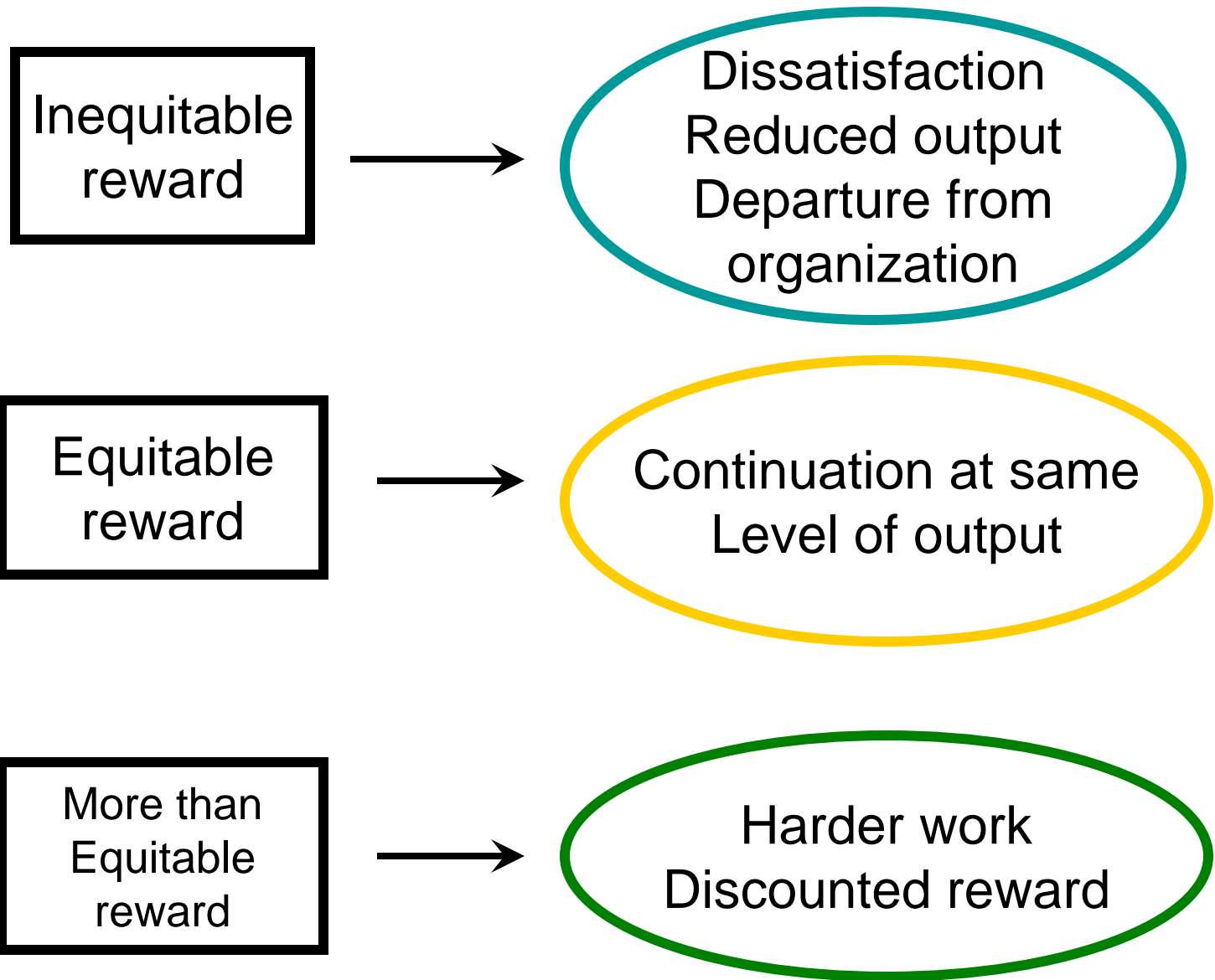
# The Porter and Lawler model

- See the attachment please.

# Equity theory

$$\frac{\text{Outcomes by a person}}{\text{Inputs by a person}} = \frac{\text{Outcomes by another person}}{\text{Inputs by another person}}$$



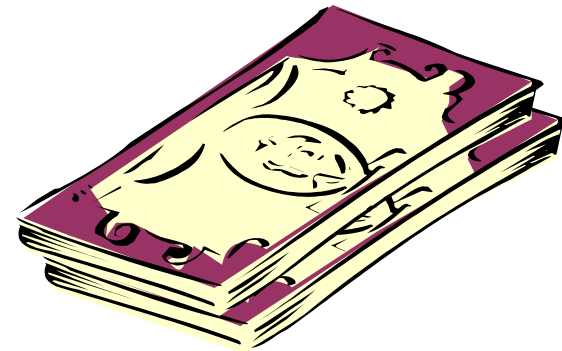


# Reinforcement theory

- ✓ Positive reinforcement or behavior modification
- ✓ It has been found highly useful and motivating, to give people full information on a company's problem, especially those in which they are involved.


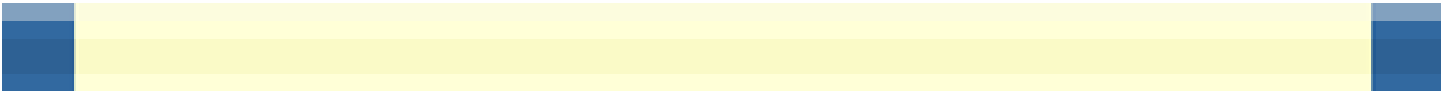
# Especial Motivation Techniques

- Money
- Participation
- Quality of Working Life (QWL)



# Job Enrichment

- **Job enlargement** attempts to make a job more varied by removing the dullness associated with performing repetitive operations, it means enlarging the scope of the job by adding similar tasks without enhancing responsibility.
- In **Job enrichment** the attempt is to build into jobs a higher sense of challenge and achievement

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- 😊 The claims of job enrichment
  - 😊 Limitations of job enrichment
  - 😊 Problems with job enrichment
  - 😊 Making job enrichment effective
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# Key Ideas and Concepts for Review

- Leadership
- Ingredients of leadership
- Leadership traits
- Leadership styles based on the use of authority
- Likert's four systems of management
- Managerial grid
- Leadership as a continuum
- Situational approach to leadership
- Fiedler's contingency theory
- Path-goal approach to leadership