

Theories of Motivation

نظريات التحفيز

One of the most important elements of any manager's job is to motivate his or her subordinates to do their jobs well and to be productive. Two very well-known theories of motivation among managers are those of Abraham Maslow and Fredrick Herzberg.

In Motivation and Personality (1954), Maslow identified what he considered to be a hierarchy of basic human needs and classified them under five headings. First come physiological needs such as food, water and sleep. The second category is security needs: clothing, shelter, the necessity to be free from danger and physical pain and – most relevant to management- be free from the threat of losing one's job.

يعد تحفيز المرؤسين أحد أهم العناصر المهمة لأي مدير؛ وذلك لأداء أعمالهم أداء جيداً ورفع إنتاجيتهم، هناك نظريتان شهيرتان للتحفيز بين المديرين قدمهما إبراهيم ماسلو وفردريك هيزبرج.

في كتابه (التحفيز والشخصية) الصادر عام ١٩٥٤، حيث قدم ماسلو ما اعتبره هرم الاحتياجات الأساسية البشرية، وقسمها إلى خمسة أقسام. في القسم الأول تأتي الاحتياجات البدنية مثل، الطعام والشراب والنوم. في القسم الثاني تأتي احتياجات الأمان من كساء ومأوى، والحاجة للشعور بالأمان من الأخطار والألم الجسماني وما يتعلق منها أكثر بالإدارة كالحاجة إلى الأمان الوظيفي.

Where these first two categories of needs are satisfied, people feel social needs: to belong to a group, to be liked and loved and accepted by others. Next come esteem needs: people do not only want to be accepted, they want self-respect and to be esteemed by others.

The fifth and highest category concerns self-actualization needs: the desire to develop as a person, to maximize one's potential, and to achieve the goals one has set for oneself. According to Maslow, employees will only be motivated if they are able to realize their goals (concerning creatively, responsibility or whatever) through their work.

In work and the Nature of Man (1966), Fredrick Herzberg argued that things like good salaries and fringe benefits, job security, status, good company administration and labour relations, cannot motivate workers. They are merely "satisfiers" or, more importantly, "dissatisfiers" where they do not exist. Motivators', on the contrary, include such as having a challenging or interesting job, recognition, responsibility, promotion, and so on.

وإذا ما تم الوفاء بأول قسمين من الاحتياجات، فإن الناس تشعر بالاحتياجات الاجتماعية، ألا وهي الانتماء لجماعة بأن تُحِبَّ وتُحَبَّ وتشعر بالقبول من الآخرين. ثم يأتي بعدها الحاجة إلى التقدير: فالناس لا تريد فقط أن تشعر بأنها مقبولة بل ومحترمة ومقدرة من الآخرين.

أما القسم الخامس وهو أعلى تصنيف في هرم الاحتياجات فهو الحاجة إلى تحقيق الذات: أي الرغبة في التطور كشخص وتحقيق أقصى الإمكانات الشخصية، وتحقيق الأهداف التي يضعها الشخص لنفسه. وطبقاً لما سلو، فإن الموظفين يمكن تحفيزهم فقط إذا ما كانوا قادرين على تحقيق أهدافهم المتعلقة بالإبداع والمسؤولية أو أي أشياء أخرى من خلال أعمالهم.

في كتابه (العمل وطبيعة الإنسان) الصادر في ١٩٦٦، أوضح فردريك هيرزبرج أن الأشياء مثل الراتب الجيد والامتيازات العينية والأمان الوظيفي والمنصب والإدارة الجيدة للشركة وعلاقات العمل لا يمكن أن تحفز العاملين. فهي فقط مجرد عوامل شعور بالرضا، أو ما هي أهم العوامل لعدم الشعور بالرضا إذا افتقدت؟ والمحفزات، على النقيض من ذلك تتضمن أشياء مثل امتلاك وظيفة حساسة أو مثيرة، والحصول على التقدير وتولي المسؤولية والحصول على الترقية...إلخ.

Definitions:

Employee: a person employed by someone else, working for money (salary or wages).

Self-actualization: realizing one's potential, achieving one's goals (according to Maslow, the highest need of employees).

Promotion: raising someone to higher grade job.

Motivation: an incentive or inducement to do something.



Lesson 5: Exercises

Theories of Motivation

First: Decide True (✓) or False (X):

1. One of the most important elements of any manager's job is to motivate his or her superiors to do their jobs well and to be productive.
2. Maslow identified what he considered to be a hierarchy of basic human needs and classified them under four headings.

3. The second category is physiological needs: clothing, shelter, the necessity to be free from danger and physical pain
4. To be free from the threat of losing one's job is a security need.
5. People do not only want to be accepted, they want self-respect and to be esteemed by others.
6. The fifth and highest category concerns self-denial needs.
7. According to Maslow, employees will not be motivated if they are able to realize their goals (concerning creatively, responsibility or whatever) through their work.

Second: Choose the right answer:

1. One of the most important elements of any manager's job is to (**disappoint- motivate- fire**) his or her subordinates to do their jobs well and to be productive.
2. Maslow identified what he considered to be a hierarchy of basic human (**needs- deeds- feed**) and classified them under five headings.
3. Food, water and sleep are (**physiological- security- social**) needs.
4. Clothing, shelter, the necessity to be free from danger and physical pain are (**physiological- security- social**) needs.
5. To be free from the threat of losing one's job is a (**physiological- security- social**) need.
6. Social needs come (**before- after- as part of**) physiological and security needs.
7. People do not only want to be (**accepted- rejected- defected**), they want self-respect and to be esteemed by others.
8. The fifth and highest category concerns (**social- creativity- self-actualization**) needs.
9. According to Maslow, employees will only be motivated if they are able to (**read- motivate- realize**) their goals (concerning creatively, responsibility or whatever) through their work.

10. (**Maslow- Herzberg- Motivator**) argued that things like good salaries and fringe benefits, job security, status, good company administration and labour relations, cannot motivate workers.

Third: Define the following:

1. Employee
2. Promotion
3. Motivation

Fourth Question: Draw the Maslow's hierarchy of basic human needs.

Fifth Question: Translate the following:

1. Maslow identified what he considered to be a hierarchy of basic human needs and classified them under five headings. First come physiological needs such as food, water and sleep. The second category is security needs: clothing, shelter, the necessity to be free from danger and physical pain and – most relevant to management- be free from the threat of losing one's job.
2. Fredrick Herzberg argued that things like good salaries and fringe benefits, job security, status, good company administration and labour relations, cannot motivate workers.

