

# DOWNLOAD PDF IMPORTANCE OF MOTIVATION IN HUMAN RESOURCE MANAGEMENT

## Chapter 1 : Importance of Motivation in Human Resource Development (HRD)

*Motivation of employees is indeed important for the health of the companies. Only when employees are motivated sufficiently can they give their best. Typically, companies focus on compensation and perks and benefits as a strategy to motivate employees.*

In this light, the objectives of HRM may be summarised as follows: Importance of Human Resource Management: Human resources are the valuable assets of the corporate bodies. They are their strength. To face the new challenges on the fronts of knowledge, technology and changing trends in global economy needs effective human resource management. Significance of HRM can be seen in three contexts: HRM is of vital importance to the individual organisation as a means for achieving their objectives. It contributes to the achievement of organisational objectives in the following ways: Good human resource practice can help in attracting and retaining the best people in the organisation. Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal, etc. Securing willing cooperation of employees through motivation, participation, grievance handling, etc. Effective utilisation of available human resources. Ensuring that enterprise will have in future a team of competent and dedicated employees. Social significance of HRM lies in the need satisfaction of personnel in the organisation. Since these personnel are drawn from the society, their effectiveness contributes to the welfare of the society. Society, as a whole, is the major beneficiary of good human resource practice. Eliminating waste of human resources through conservation of physical and mental health. Scare talents are put to best use. Companies that pay and treat people well always race ahead of others and deliver excellent results. Professional significance of HRM lies in developing people and providing healthy environment for effective utilisation of their capabilities. This can be done by: Developing people on continuous basis to meet challenge of their job. Promoting team-work and team-spirit among employees. Offering excellent growth opportunities to people who have the potential to rise. Providing environment and incentives for developing and utilising creativity.

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## Chapter 2 : Motivation - Human Resources - Management Portal

*Majority of people are involved in the work and produce better results and exhibit efficiency on Motivational grounds. Financial motivations, Cultural Motivations, Communicative motivations all play important role in Human Resource management.*

Motivation is a very important for an organization because of the following benefits it provides: Puts human resources into action Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. Improves level of efficiency of employees The level of a subordinate or a employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into- Increase in productivity, Reducing cost of operations, and Improving overall efficiency. Leads to achievement of organizational goals The goals of an enterprise can be achieved only when the following factors take place: Builds friendly relationship Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things: Monetary and non-monetary incentives, Promotion opportunities for employees, Disincentives for inefficient employees. In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in: Effective co-operation which brings stability, Industrial dispute and unrest in employees will reduce, The employees will be adaptable to the changes and there will be no resistance to the change, This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests, This will result in profit maximization through increased productivity. Leads to stability of work force Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. From the above discussion, we can say that motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout. We can summarize by saying that motivation is important both to an individual and a business. Motivation is important to an individual as: Motivation will help him achieve his personal goals. If an individual is motivated, he will have job satisfaction. Motivation will help in self-development of individual. An individual would always gain by working with a dynamic team. Similarly, motivation is important to a business as: The more motivated the employees are, the more empowered the team is. The more is the team work and individual employee contribution, more profitable and successful is the business. During period of amendments, there will be more adaptability and creativity. Motivation will lead to an optimistic and challenging attitude at work place.

## Chapter 3 : What is the importance of motivation in Human Resources Management? - calendrierdelascience.com

*The Role of Motivation in Human Resources Management: The Importance of Motivation . calendrierdelascience.com 29 | Page (Questionnaire) The decision to investigate following factors derived from literature review were part of the questionnaire used in this study.*

The key functions of the Human Resources Management HRM team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these functions are discussed here: Recruitment and Training This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors, the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organisation. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialised skills which in turn, will help them to take up some new roles. Performance Appraisals HRM encourages the people working in an organisation, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals, when taken on a regular basis, motivate the employees. Maintaining Work Atmosphere This is a vital aspect of HRM because the performance of an individual in an organisation is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in an employee. A friendly atmosphere gives the staff members job satisfaction as well. Managing Disputes In an organisation, there are several issues on which disputes may arise between the employees and the employers. You can say conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands. Developing Public Relations The responsibility of establishing good public relations lies with the HRM to a great extent. They organise business meetings, seminars and various official gatherings on behalf of the company in order to build up relationships with other business sectors. Sometimes, the HR department plays an active role in preparing the business and marketing plans for the organisation too. Any organisation, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM. Signup to our newsletter to stay up to date with HR best practices Related Articles 5 Steps to Effective Business Training Maximising your return on the business training process. What goals have you put in place for your business to achieve this year? In these competitive times, the everyday activity of your business can become Improving your Management Performance We all know those enviable people who seem to be so organised and productive every day. They seem to get so much out of life and achieve so much in li

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## Chapter 4 : Importance of Motivation

*Introduction. Human resource management (HRM) is a strategic and coherent approach for the management of an organization's most precious assets - the employees working there who individually and collectively contribute to the achievement of the objectives of the business.*

This is a function within an organisation concentrated on recruiting, managing and directing people who work in it. Human Resource Management deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives. The focus on HRM is now moved to the strategic utilisation of employees and the measurable impact of employee programs over business. Nowadays successful companies need to be adaptive, resilient, quick to change direction and customer-centered. Within such an environment the effectiveness of HRM is crucial to business success. HR professionals establish systems for performance development, career succession planning and employee development. This keeps people motivated, happy, personally engaged and contributing to company success. Furthermore the HR professional helps the development of organisational culture and climate in which employees have the competency, concern and commitment to serve customers well. Experience is one of the best ways to learn the inside out of any specific area, but attending an appropriate HR course will give an excellent starting point of your future development. It is important to pick a program, well adjusted to the current trends in Human Resources Management. Otherwise you may gain knowledge, which is not applicable to the current business environment. Griffith College has designed a HR course to provide participants with the appropriate skills and knowledge essential for effective human resource management. It is suitable for individuals who wish to pursue a career in HRM and also for newly appointed managers or team leaders. You will be introduced to the main HRM theories, and these will provide a conceptual and practical platform for student learning. You will be encouraged to draw on your own experience as this will help you to develop a clearer understanding of HRM. In addition Griffith College offers a course in Positive Psychology at work which is a great way to increase your understanding of the human mind and behavior. In recent times Positive Psychology is particularly relevant in a work environment. In the current economic climate many employees find it difficult to overcome their fear of redundancies and perform at the maximum level for a prolonged period of time. Related to this article.

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## Chapter 5 : The Importance of Human Resource Management | Griffith College

*Human resources development refers to the management, training and improvement of employees. The end goal is to sharpen current skills and teach new ones to increase efficiency.*

The Physiological needs are the basic needs for sustaining the human life. These needs include food, clothing, shelter, rest, water, air, sleep and sexual satisfaction. These basic human needs also called as biological needs lie at the lowest level in the hierarchy of needs as they have priority over all other needs. These needs cannot be postponed for long time. A hungry person, for example, is just not in a position to think of anything else except his hunger or food. The management attempts to meet such physiological needs through payment of fair wages. This amounts to a staggering 1. These are the needs connected with psychological fear of loss of job, property, natural calamities or hazards, etc. An employee wants and needs protection from such types of fear. He prefers adequate safety and security in this regard i. The safety needs come after meeting the physiological needs. Such physiological needs lose their motivational potential when they are satisfied. As a result, safety needs replaces them. They begin to manifest themselves and dominate the human behavior. Safety needs act as motivational forces only if they are unsatisfied. The study found that highly satisfied employees consistently listed four factors: Demographers have labeled the generation born from to as "Millennials". Millennials were raised in a climate of high self-esteem, rapid changes in technology, and more focus on lifestyle. They are taking longer to finish school, launch careers, get married and form families. In the workplace, millennials may challenge traditional corporate boundaries more than previous generations. An employee is a human being is rightly treated as social animal. He desires or likes to stay in group. Human being feels that he should belong to one or the other group and the member of the group should accept him with the love and affection. Every human being desires to be affiliated to such groups. This is treated as basic social need of an individual. He also feels that he should be loved by the other persons. He needs friends and interaction with his friends and superiors of the group such as fellow employees or his superiors. Social needs occupy third position in the hierarchy of needs. This category of needs include the need to be respected by others, need to be appreciated by others, need to have the power and finally prestigious position. Once the previous needs are satisfied, a human being feels to be held in esteem both by himself and also by others. Thus, esteem needs are two fold in nature. Self esteem needs include those for self confidence, self-respect, competence, etc. This is a type of personal ego which needs to be satisfied. The Organisation can satisfy this need ego by giving recognition to the good work of employees in organisation. Esteem needs do not assume the motivational properties unless the previous needs are satisfied. It just makes things run a little smoother. Report Even as receiving recognition is the usual norm, many organisations are now opening channels for employees to give regular recognition to their co-workers and 90 per cent respondents said by doing so they feel more confident in their work, a report has said. About 90 per cent of employees who noted that they always give recognition to employees feel that their work in the past 12 months has represented significant innovations," according to a OC Tanner report. The report also revealed that 94 per cent of employees noted that they always give recognition to co-workers are proud to tell others they work for their organisation. OC Tanner conducted the study among 3, employees, who were over 18 years working full-time at companies with more than workforce, in multiple countries across four continents, including the US, the UK, Canada, Australia, India, Singapore and Germany. It said by giving recognition more often, employees not only feel more secure in their present circumstances, but are also more optimistic about their future. The report said 86 per cent agreed that giving recognition helped them better connect with their colleagues and 81 per cent felt it made them better connect to their organisations. Overall, the report has revealed that employees in the US and the UK give recognition at a higher rate than other countries. Australian, Canadian, and German employees fall in the middle range and while employees in the Asian countries of India and Singapore give recognition the least, it added. This is the highest among the needs in the hierarchy of needs advocated by Abraham

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Maslow. Self actualisation is the desire to become what one is capable of becoming. A worker must work efficiently if he is to be ultimately happy. Here, a person feels that he should accomplish something in his life. Human want to utilise his potentials to the maximum extent and desires to become what one is capable of becoming. A person desires to have challenges and achieves something special in his life or in the area of his specialization. Though every one is capable of self-actualization, many do not reach this stage. This need is fully satisfied rarely. How does the Hierarchy Work? A person starts at the bottom of the hierarchy pyramid and will initially seek to satisfy basic needs e. These would include the need for love and belonging e. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards. There are opportunities to motivate employees through management style , job design, company policies, and compensation packages, some examples of which follow: Provide lunch breaks, rest breaks, and wages that are sufficient to purchase the essential goods for human life. Provide a safe working environment, retirement benefits, and the job security. Indians prefer long-term job security over salary: With the market uncertainty, Indian employees are preferring financially healthy companies and long-term job security, a survey says. Long-term job security and financial health of the company are the most-often selected factors by 64 per cent employees, followed by career progression opportunities 50 per cent , says a recent Randstad India report. Salary and employee benefits, which topped the chart in , has dropped to the third position, it adds. Long-term job security seems to be the top preference in the telecom sector, but not in the automotive sector. Create a sense of community via team-based projects and social events. Recognize achievements to make employees feel appreciated and valued. Offer job titles that convey the importance of the position. Provide employees a challenge and the opportunity to reach their full career potential and achieve top positions in their life. However, not all people are driven by the same needs - at any time different people may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, the manager must be able to recognize the needs level at which the employee is operating, and use those needs as levers of motivation.

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## Chapter 6 : The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members

*Motivation As an Important Aspect of Human Resource Management Motivation is a vital aspect in functioning of every organization. It refers to the forces that arouse enthusiasm and persistence to pursue a certain course of action for accomplishing organizational goals.*

How Human Resource Management plays an important rule in employee motivation? Employee motivation To be able to have a good effective workforce and to encourage and motivate them to give and do their best while at work it requires attention to all of the financial and also psychological and even physiological rewards offered by the organization as a non stop continuous exercise. The Basic financial rewards and conditions of service example working hours per week are determined externally by the national bargaining or government minimum wage legislation departments in many occupations but as much as 50 per cent of the gross pay of the manual workers is often the result of local negotiations and details example which particular hours shall be worked of conditions of service are often more important than the basics. Hence there is scope for financial and other motivations to be used at all levels. As the staffing needs will vary with the productivity of the employees and the industrial peace achieved so good personnel policies are desirable. The latter can depend upon other factors like environment, welfare, workforce benefits and so on but unless the pay rate is accepted as a fair and just there will be no good motivation. Also the technicalities of payment and other systems may be the concern of others; the outcome of them is a subject of a great concern to human resource management. Increasingly the influence of behavioral science discoveries is becoming important not merely because of the widely acknowledged limitations of money as a motivation factor, but because of the changing mix and the nature of tasks example more service and professional jobs and far fewer unskilled and repetitive production jobs. So the situation demands a better educated mobile and multi-skilled workforce is much more likely to be influenced by other things like job satisfaction, involvement, participation and so on. Human resource management are suppose to be acting as a source of information about and a source of inspiration for the application of the findings of behavioral science. It may be a matter of paying the attention of the senior managers to what is being achieved elsewhere and the gradual education of middle managers to new points of view on job design, work organization and worker autonomy. Leadership Skills and Leadership Behaviors A good leader must develop their leadership skills and work to demonstrate and improve many positive leadership behaviors and to eliminate all of the negative leadership behaviors. These positive behaviors must be demonstrated at all times in all situations so that it is simply how the good leader works on. Leadership development is a continuous nonstop process of personal development. Effective Leadership Behaviors So many Different leadership studies highlight the importance of effective leadership behaviors, whether they are based on under-graduates or commercial managers at every level in an organization. In short words, there are commonalities that emerge from this research time and again, which characterize positive behaviors and negative behaviors. Whilst there may be significant differences at the detailed level there seems to be a broad consensus of positive leadership behaviors: Subordinates look to leadership for guidance, support and direction. Motivation is the force behind what drives people to work more efficiently and go the extra mile. The Purpose The purpose and the reason of motivation are to inspire the workforce to take positive actions. What a leader does can motivate the workforce to respond with a desire to work harder and more efficiently. For example, if the leader is appreciative and demonstrates it with the use of words, gifts and rewards, her followers will be more motivated to remain dedicated to their work on her behalf. Leadership behavior that wins the trust from followers promotes a positive corporate culture and spurs people toward being motivated. The Method In order To be able to motivate employees the leadership behavior must expose a need in the followers and a proper solution for that need. In turn, this makes the loyalty and dedications to the leader. The leaders who use his behavior to respond to his followers needs will result in motivated followers. The Implementation Any kind of a leader needs to perform some actions and personal behavior to inspire his

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workforce to motivation. This can be done by participating in a democratic leadership style where followers are included in decision making processes by encouraging comments, asking the employees some questions and taking the their suggestions and ideas with seriously and consideration. Rewarding subordinates is another behavior that leaders use to produce motivated employees. The Considerations “ Communication Skills The way a leader communicates has the ability to empower or discourage the workforce. The Considerations “ Listening Skills The leader who demonstrates an effective listening skill is able to send a strong message that he or she cares and is leading with the best interest of the team in mind. Listening skills include making mental actions, asking questions, recall the information back to the sender and responding the message. Effective listening also are able use nonverbal cues, such as body language and nodding the head, to let the other person know she is listening. References Armstrong, Michael

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## Chapter 7 : Human Resource Management - Encyclopedia - Business Terms | calendrierdelascience.com

*MOTIVATION is one of the important phenomenons of HUMAN RESOURCE MANAGEMENT A HR manager can achieve the goals of the company only when the employees are working dedicatedly so they motivate the employees in various ways like: 1. Giving perks, promotions, incentives etc if an employee shows good performance. 2.*

Human performance in organizations reflects on the knowledge, skills, behaviors, and values. Since the abilities and skills will help the organization to better performance and productivity, any expenditure on education and development is a long term investment that as long as the organization can benefit from it. The aim of this research is assessment of influence of structured workshops by resource management at different levels of acquaintance, skills, updates, and upgrades in field of teaching before teaching for invited professors and tuition. So in a case study in the first semester of the academic year of 92, 30 teachers with no teaching experience in tuition PNU after internal interview was selected as a sample. Then their awareness of indicators of effective teaching and training allowance of two categories before and after the workshop assessed and evaluated by a questionnaire. Also there is significant difference between the knowledge of laws and regulations and effective teaching index before and after the workshop on four indicators: So it shows the impact of targeted workshops and the role of education experts in the process of recreating human resource management in higher education systems. Human capital, is not only physical or financial capital But it is defined as the knowledge, skills, creativity and health 3. Experience has shown that the human ability impact on the development of societies and organizations, it is more likely than other inputs such as physical inputs. Therefore, the importance of human resources performance in developing countries for researchers and planners caused to researchers and planners pay attention to the issue of human resource management 4. In the areas of human resource management, the impact of human resource management policies and practices on the organizational Performance is important subject. And organizations can Improve and enhance the quality of the staff by providing education and promoting inclusive. Indeed, Studies show that investment in education will lead to greater efficiency. Therefore, learning organization chooses to invest on people, because people are actually valuable human capital that has different qualities and create added value for the organization 5. Therefore, this paper intends the first by emphasizing the role of human resource management practices of the teaching staff and focusing on the job training, discuss the role of pre-service training for teachers tuition at State University, then discuss identify and define indicators of effective teaching then determine laws and regulations, public skills, basic training in this workshop. Human resource management is a process include 4 tasks: Therefore Human resource management objectives is achieve the desired results of the collective efforts of staff conduct: Supply of staff at low cost; Nurture and develop the talents and skills of people; Maintaining of competent personnel good and create of relations between them; Providing material and spiritual needs of staff satisfaction that to be created necessary alignment between their personal goals and objectives of the organization. Indeed, selection strategy is a stage to accept or reject the request applicants to be chosen so that the most qualified and most appropriate 5. The applicant state their readiness to coteach by sending of required document in most cases, like the Higher Education system. Documents required for teachers tuition academic units are 8: So in the organizations, development of human resource by education as inseparable process that create ability and talent, increase knowledge, change attitudes and ultimately influence on behavior and performance; has an important role in the development of the organization 9. Also William James , at Harvard University, in a research concluded that the staff of organizations use 20 to 30 percent of their ability to learn. His research showed if staff are trained and deserves to be encouraged, show 80 to 90 percent of their ability. So Human Resource Management has an important role in the different levels include: Introduction, skill acquisition, updating and promoting effective teaching skills for teach Staff training and development methods The aim of training for administrative staff is increase their expertise and capabilities in performing duties and the act of putting some of their potential. To enhance the skills of

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administrative staff, different training methods are used that the most common methods are as follows: Master of Education " Prentice, 3. Learning in a similar situation before you begin, 4. Training with theoretical education, 5. Courses outside the institution, 7. Introduction to Organization Also job training caused staff for Legal Accountability to Supervisor use innovation and the new method So the role and Importance of education for education systems and organizations is clear but in this research the emphasis is on training before starting work. Primary education before work The aim of Primary education before work is introduction with the new working environment. Experience has shown that the main memory of each employee in the workplace, is dealing with a boss or co-workers who have been in the beginning. Studies have shown this subject increase sense of loyalty and belonging to the organization for new staff. Basically justify or training usually takes place in three stages: Indicators of effective teaching Planning Planning is a Process of identifying and defining goals and providing the means and measures that Makes it possible to realize the objectives It should be noted that the definition of the concept of the lesson plan is scheduled similar meaning which it is represent four specific role of planning in effective teaching PNU that they are: The best and most complete of learning and study strategy is organization that it Plays an important role in learning of how to learn by the classification of Contents and create a logical and meaningful connections between content and different seasons In the general sense evaluation in order to determine the value of a thing and specifically Evaluation determines the success of a program, a course, a test that considers the primary purpose It is noted that the evaluation system PNU the design of the final exam questions and test time can be centralized with two forms: Teaching Methods is a teacher practice in the classroom and creates opportunities for learning. However, due to the variety of teaching methods, experienced teacher can creates effectiveness of learning and transfer of learning using a combination of teaching methods and instead of a mere transmission of content 2. Provide learning conditions and instead of focusing on the teacher-centered instruction emphasize to learner-centered education and cognitive processes Thus the educational conditions is proportional with semi-person structure of students. Use simple, direct and organized are behaviors that most clearly attributed to teachers. The results of this researches showed clear expression is directly proportional with high levels of teacher knowledge and word ambiguity is directly related to the low level of knowledge In this research, of the above mentioned skills, 5 skills includes: METHODS This research is an experimental study that in the first semester of the academic year , 30 tuition teachers without teaching Experience in the Payame Noor University were selected as a Sample after interview. It should be noted that the age group of Also they were learning effective teaching skills and measures as indicators in the evaluation forms that were completed by students in the classroom. RESULTS Results are discussed in reply to two main question and two hypothesis Which of the five components of effective teaching before and after the workshop for teachers is not clear? Which of the five components of effective teaching before and after the workshop for teachers is clear? It should be noted that in this research, were used effective teaching and education regulations as two main categories and five components meme: As can be seen out awareness component of effective teaching on pretest equals to Out awareness component of meme on pretest equals to 3. Out awareness component of evaluating on pretest equals to 2. Out awareness component of organization on pretest equals to 3. Out awareness component of planning on pretest equals to 4. Out awareness component of rules and regulations on pretest equals to So the whole of 5-fold component of effective teaching and rules and regulations is obvious after holding workshops for teachers than before.

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## Chapter 8 : Importance of Motivation in Organization, Business, Management

*Human Resource Management and Motivation 1. Explain the importance of human resource management. Describe how recruitment and selection contribute to placing the right person in a job.*

The end goal is to sharpen current skills and teach new ones to increase efficiency. When addressed properly, workplace motivation instills pride and a desire to excel. Such enthusiasm can be taught not through training but through your personal management abilities. Needs Assessment The first step in HR development -- be it training, improvement or motivation -- is needs assessment. Increasing motivation requires you to pinpoint the exact areas of needed improvement. Start with a simple, anonymous questionnaire relating to personal goals and opinions about your business, employee satisfaction and management performance. Most of the questions should be open-ended, with simple "yes," "no" or "maybe" answers. Follow up with a final open-ended inquiry along the lines of "What can we do to help you achieve your goals? Leadership While being relaxed and informal may gain you friendship status among your staff, it is detrimental to motivation. The key here is to find middle ground between a completely informal or an autocratic management style. First, enforce discipline in a professional manner. Do not scold, disparage or lecture employees; instead, document infractions and address the issue in private. Emphasize that you are not the enemy but simply want to avoid repeat mistakes to help employees thrive. Fair treatment is also important in this area. Discipline must be administered equally, and favoritism is not acceptable. Finally, set an example. Show enthusiasm in everything you do so your staff knows which behaviors and practices are acceptable. Make it clear that your staff can approach you at any time to address issues. However, limit all conversations to private meetings and ask questions about how you can resolve the problem for them to make their job easier and more fulfilling. Ask if there is anything you can do to help, even if he simply needs someone to talk to. Rewards Developing an effective reward system is a matter of balance. Ultimately, it falls into two broad categories: Compensation includes raises, bonuses and prizes for top performers. Acknowledgement, on the other hand, is a simple "thank you" or "congratulations. Compensation should be your main focus, while supporting employees through praise gives them an extra push to perform well. Acknowledgment is fairly straightforward, and your monetary reward system should depend on your business. For example, if your company is sales-focused, you can offer prizes -- such as electronics or gift certificates -- to top salespeople in lieu of simple cash.

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## Chapter 9 : Human Resource Development and Motivation in the Workplace | calendrierdelascience.com

*Human Resource Management deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment.*

The responsibilities of a human resource manager fall into three major areas: Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. Gubman observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. Personnel problems do not discriminate between small and big business. You find them in all businesses, regardless of size. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource. Another important principle, articulated by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. Other HRM factors that shape corporate culture-;whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other action-;are also commonly cited as key components in business success. It is devoted to shaping an appropriate corporate culture, and introducing programs which reflect and support the core values of the enterprise and ensure its success. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful system that maximizes human and other resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. Finally, there is the responsibility of managing career development. This entails matching individuals with the most suitable jobs and career paths within the organization. Human resource management functions are ideally positioned near the theoretic center of the organization, with access to all areas of the business. Since the HRM department or manager is charged with managing the productivity and development of workers at all levels, human resource personnel should have access to-;and the support of-;key decision makers. In addition, the HRM department should be situated in such a way that it is able to communicate effectively with all areas of the company. HRM structures vary widely from business to business, shaped by the type, size, and governing philosophies of the organization that they serve. But most organizations organize HRM functions around the clusters of people to be helped-;they conduct recruiting, administrative, and other duties in a central location. Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing, or executive education. In contrast, some HRM departments are completely independent and are organized purely by function. The same training department, for example, serves all divisions of the organization. In recent years, however, observers have cited a decided trend toward fundamental reassessments of human resources structures and positions. This increases the likelihood that HR is viewed and included as an integral part of the business process, similar to its marketing, finance, and operations counterparts. However, HR will retain a centralized functional relationship in areas where specialized

expertise is truly required," such as compensation and recruitment responsibilities. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational development. The primary responsibilities associated with human resource management include: Job analysis consists of determining-;often with the help of other company areas-;the nature and responsibilities of various employment positions. This can encompass determination of the skills and experiences necessary to adequately perform in a position, identification of job and industry trends, and anticipation of future employment levels and skill requirements. Bateman and Carl P. Staffing, meanwhile, is the actual process of managing the flow of personnel into, within through transfers and promotions , and out of an organization. Once the recruiting part of the staffing process has been completed, selection is accomplished through job postings, interviews, reference checks, testing, and other tools. Other responsibilities in this area include safety and health and worker-management relations. Human resource maintenance activities related to safety and health usually entail compliance with federal laws that protect employees from hazards in the workplace. Maintenance tasks related to worker-management relations primarily entail: Performance appraisal is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance. Performance measurements are very important both for the organization and the individual, for they are the primary data used in determining salary increases, promotions, and, in the case of workers who perform unsatisfactorily, dismissal. Reward systems are typically managed by HR areas as well. This aspect of human resource management is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future. It is also the mechanism by which organizations address problems within their work force, through institution of disciplinary measures. Aligning the work force with company goals, stated Gubman, "requires offering workers an employment relationship that motivates them to take ownership of the business plan. These training programs can range from orientation programs, which are designed to acclimate new hires to the company, to ambitious education programs intended to familiarize workers with a new software system. In the realm of performance appraisal, HRM professionals must devise uniform appraisal standards, develop review techniques, train managers to administer the appraisals, and then evaluate and follow up on the effectiveness of performance reviews. They must also tie the appraisal process into compensation and incentive strategies, and work to ensure that federal regulations are observed. Responsibilities associated with training and development activities, meanwhile, include the determination, design, execution, and analysis of educational programs. The HRM professional should be aware of the fundamentals of learning and motivation, and must carefully design and monitor training and development programs that benefit the overall organization as well as the individual. Research has shown specific benefits that a small business receives from training and developing its workers, including: Of course, human resource managers have always contributed to overall business processes in certain respects-;by disseminating guidelines for and monitoring employee behavior, for instance, or ensuring that the organization is obeying worker-related regulatory guidelines. Now, increasing numbers of businesses are incorporating human resource managers into other business processes as well. But as Johnston noted, the changing character of business structures and the marketplace are making it increasingly necessary for business owners and executives to pay greater attention to the human resource aspects of operation: In some cases, completely new work relationships have developed; telecommuting, permanent part-time roles and outsourcing major non-strategic functions are becoming more frequent. Chief among them was new technologies. These new technologies, particularly in the areas of electronic communication and information dissemination and retrieval, have dramatically altered the business landscape. Satellite communications, computers and networking systems, fax machines, and other devices have all facilitated change in the ways in which businesses interact with each other and their workers. Telecommuting, for instance, has become a very popular option for many workers, and HRM professionals have had to develop new guidelines for this emerging subset

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of employees. Changes in organizational structure have also influenced the changing face of human resource management. Continued erosion in manufacturing industries in the United States and other nations, coupled with the rise in service industries in those countries, have changed the workplace, as has the decline in union representation in many industries these two trends, in fact, are commonly viewed as interrelated. In addition, organizational philosophies have undergone change. Many companies have scrapped or adjusted their traditional, hierarchical organizational structures in favor of flatter management structures. HRM experts note that this shift in responsibility brought with it a need to reassess job descriptions, appraisal systems, and other elements of personnel management. A third change factor has been accelerating market globalization. This phenomenon has served to increase competition for both customers and jobs. The latter development enabled some businesses to demand higher performances from their employees while holding the line on compensation. Other factors that have changed the nature of HRM in recent years include new management and operational theories like Total Quality Management TQM , rapidly changing demographics, and changes in health insurance and federal and state employment legislation. Nonetheless, even a business that carries only two or three employees faces important personnel management issues. Indeed, the stakes are very high in the world of small business when it comes to employee recruitment and management. No business wants an employee who is lazy or incompetent or dishonest. But a small business with a work force of half a dozen people will be hurt far more by such an employee than will a company with a work force that numbers in the hundreds or thousands. Nonetheless, "most small business employers have no formal training in how to make hiring decisions," noted Jill A. Rossiter in *Human Resources: Mastering Your Small Business*. And they know they need someone they can work with, who is willing to put in the time to learn the business and do the job. The first step the small business owner should take when pondering an expansion of employee payroll is to honestly assess the status of the organization itself. Are current employees being utilized appropriately? Are current production methods effective? Can the needs of the business be met through an arrangement with an outside contractor or some other means? Are you, as the owner, spending your time appropriately? As Rossiter noted, "any personnel change should be considered an opportunity for rethinking your organizational structure. Efforts to manage this can be accomplished in a much more effective fashion if the small business owner devotes energy to defining the job and actively taking part in the recruitment process. But the human resource management task does not end with the creation of a detailed job description and the selection of a suitable employee. Indeed, the hiring process marks the beginning of HRM for the small business owner. Small business consultants strongly urge even the most modest of business enterprises to implement and document policies regarding human resource issues. To hold problems to a minimum, specific personnel policies should be established as early as possible. These become useful guides in all areas: In any case, a carefully considered employee handbook or personnel manual can be an invaluable tool in ensuring that the small business owner and his or her employees are on the same page. Moreover, a written record can lend a small business some protection in the event that its management or operating procedures are questioned in the legal arena. The need for such educational supplements can range dramatically. A bakery owner, for instance, may not need to devote much of his resources to employee training, but a firm that provides electrical wiring services to commercial clients may need to implement a system of continuing education for its workers in order to remain viable. Finally, the small business owner needs to establish and maintain a productive working atmosphere for his or her work force. Employees are far more likely to be productive assets to your company if they feel that they are treated fairly. The small business owner who clearly communicates personal expectations and company goals, provides adequate compensation, offers meaningful opportunities for career advancement, anticipates work force training and developmental needs, and provides meaningful feedback to his or her employees is far more likely to be successful than the owner who is neglectful in any of these areas. Kogan Page Limited, *The Small Business Handbook*. Managing the Knowledge Culture. Human Resource Development Press, March