

Unit – 5

MOTIVATION

Definition of Motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals.

▣ Desire for money

□

▣ Success□

□

▣ Recognition□

□

▣ job-satisfaction□

□

▣ Team work, etc□

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities.

Characteristics Of Motivation

Motivation is a process through which individual does something in order to satisfy some basic needs.

1. Motivation Is Personal And Psychological Concept

Motivation is a personal as well as psychological concept; hence, the managers have to study the mental and psychological aspects of individual.

2. Motivation Is A Process

Motivation is a process of inspiring, energizing, reducing and activating the employees for higher level of performance.

3. Motivation Is A Continuous Process

Motivation is continuous on-going process rather than one shot affair. Because and individual has unlimited wants and needs. As soon as the existing need is fulfilled, another will appear. Hence, motivation should go continuously.

4. Motivation Is A Complex Subject

Motivation is a complex subject in the sense that the individual's needs and wants may be unpredictable. The level of need of a person depends on his/her psychological and physiological aspects.

5. Motivation Is Goal Oriented

Motivation should be directed towards the achievement of stated goals and objectives. From the view point of organization, the goal is to achieve high productivity through better job performance.

6. Intrinsic And Extrinsic Motivation

As individual can be motivated either by intrinsic factors or extrinsic factors. The intrinsic factors include recognition, social status, self-esteem and self-actualization needs which are related to inner aspects of individual. On the other hand, the extrinsic factors are physiological and social needs such as food, shelter, health, education, salary and benefits etc

7. Positive And Negative Motivation

By the term motivation we mean positive motivation which is related to the process of stimulating employees for good performance. But it is not necessary that all the time motivation must be positive, rather sometimes it can be negative also. The negative motivation is also known as punishment which is not desired by the employees.

8. Motivation Is Behavior-oriented

As motivation is person specific, it is related with the personal behavior of an employee. Behavior is a series of activities undertaken by an individual in the organizational work place. The behavior is directed towards the attainment of goals and objectives.

Factors of Motivation

Let's begin with the four factors that are the basics of motivating anyone, in any organization. These four factors are (1) leadership style, (2) the reward system, (3) the organizational and (4) The structure of the work.

Leadership style. This is a key factor in determining how people feel about the company and how motivated they are. Very often, just changing the leader changes the psychological climate of the company and, in turn, the whole performance of people in the organization.

The Reward system. Every organization is characterized by a particular type of reward structure, often differing from person to person and from department to department.

Organizational climate. Is your company a great place to work ? The organizational climate is deliberately created and maintained by management. It largely consists of the way that people treat each other up and down the line. It starts at the top, with leaders who inspire and set the tone for the rest of the organization.

The structure of the work. Some work is inherently motivational, requiring creativity, imagination, and high levels of energy. Work that involves communicating, negotiating, and interacting with other people in order to gain their cooperation to get the job done quickly and well brings out the best energies of the individual. It is exciting and challenging. It is usually highly rewarding as well.

Theories of motivation

Maslow theory of motivation

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-



Physiological needs- These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

Safety needs- Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.

Social needs- Social needs include the need for love, affection, care, belongingness, and friendship.

Esteem needs- Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).

Self-actualization need- This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic.

Maslow grouped the five needs into two categories -

Higher-order needs

- ☛ The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally.□

Lower-order needs.

- ☛ The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally.□

Limitations of Maslow's Theory

- ☛ It is essential to note that not all employees are governed by same set of needs.□
- ☛ Different individuals may be driven by different needs at same point of time.□
- ☛ It is always the most powerful unsatisfied need that motivates an individual.□
- ☛ The theory is not empirically supported.□
- ☛ The theory is not applicable in case of starving artist as even if the artist's basic needs are not satisfied, he will still strive for recognition and achievement.□

Herzberg's Two-Factor Theory of Motivation

- ☛ In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of Satisfaction is No satisfaction and the opposite of Dissatisfaction is No Dissatisfaction .□

- ☛ Herzbergs view of satisfaction and dissatisfaction□

following figure shows Herzberg's view of satisfaction and dissatisfaction

Dissatisfaction

Herzberg classified these job factors into two categories-

Hygiene factors-Hygiene factors are those job factors which are essential for existence of motivation at workplace. If these factors are absent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when reasonable in a job, pacify the employees and do not make them dissatisfied. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

Hygiene factors include:

- **Pay** - ~~The pay or salary structure should be appropriate and reasonable.~~ It must be equal and competitive to those in the same industry in the same domain. □
- **Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc. □
- **Fringe benefits** - The employees should be offered health care plans (medicclaim), benefits for the family members, employee help programmes, etc. □
- **Physical Working conditions** - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained. □
- **Status** - The employees' status within the organization should be familiar and retained. □
- **Interpersonal relations** - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict. □
- **Job Security** - The organization must provide job security to the employees. □

Motivational factors- According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Motivational factors include:

- **Recognition** - The employees should be praised and recognized for their accomplishments by the managers. □
- **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. □
- **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well. □
- **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

- **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.□

Limitations of Two-Factor Theory

- The two factor theory is not free from limitations:□
- The two-factor theory overlooks situational variables.□
- Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.□
- The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by analyzing same response in different manner.□
- No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.□
- The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.□
- The theory ignores blue-collar workers. Despite these limitations, Herzberg's Two- Factor theory is acceptable broadly.□

Theory X and Theory Y or Douglas McGregor Theory

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.□
- Many employees rank job security on top, and they have little or no aspiration/ ambition.□
- Employees generally dislike responsibilities.□

- Employees resist change.□
- An average employee needs formal direction.

Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inh
- Employees may not require only threat, external control and coercion to work, but they can use self-direction an the organizational objectives.□
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.□
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain res
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the cr employees can be utilized to solve organizational problems.□

Conclusion

Thus, we can say that Theory X presents a negative view of employees' nature and behaviour at work, while Theory Y pre behaviour at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the em safety needs; while Theory X is based on the assumption that the social needs, esteem needs and the self-actualization n

McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, respons making process.