

MOTIVATION

Motivation is very commonly used word in enterprises is a temporal and dynamic state that induces and individual to act as desired. Motivation is having the encouragement to do something.

The term motivation is derived from the Latin word 'emover' which means 'to move'. It is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get desired action. Motivation provides answer to certain basic questions such as: Why and How people work and what determines the direction of their actions?

The process of motivation involves needs, drives and goals. Need is behind most of the actions of a man. Better facilities, more pay, recognition, opportunities for promotion etc. are some of the needs of the people.

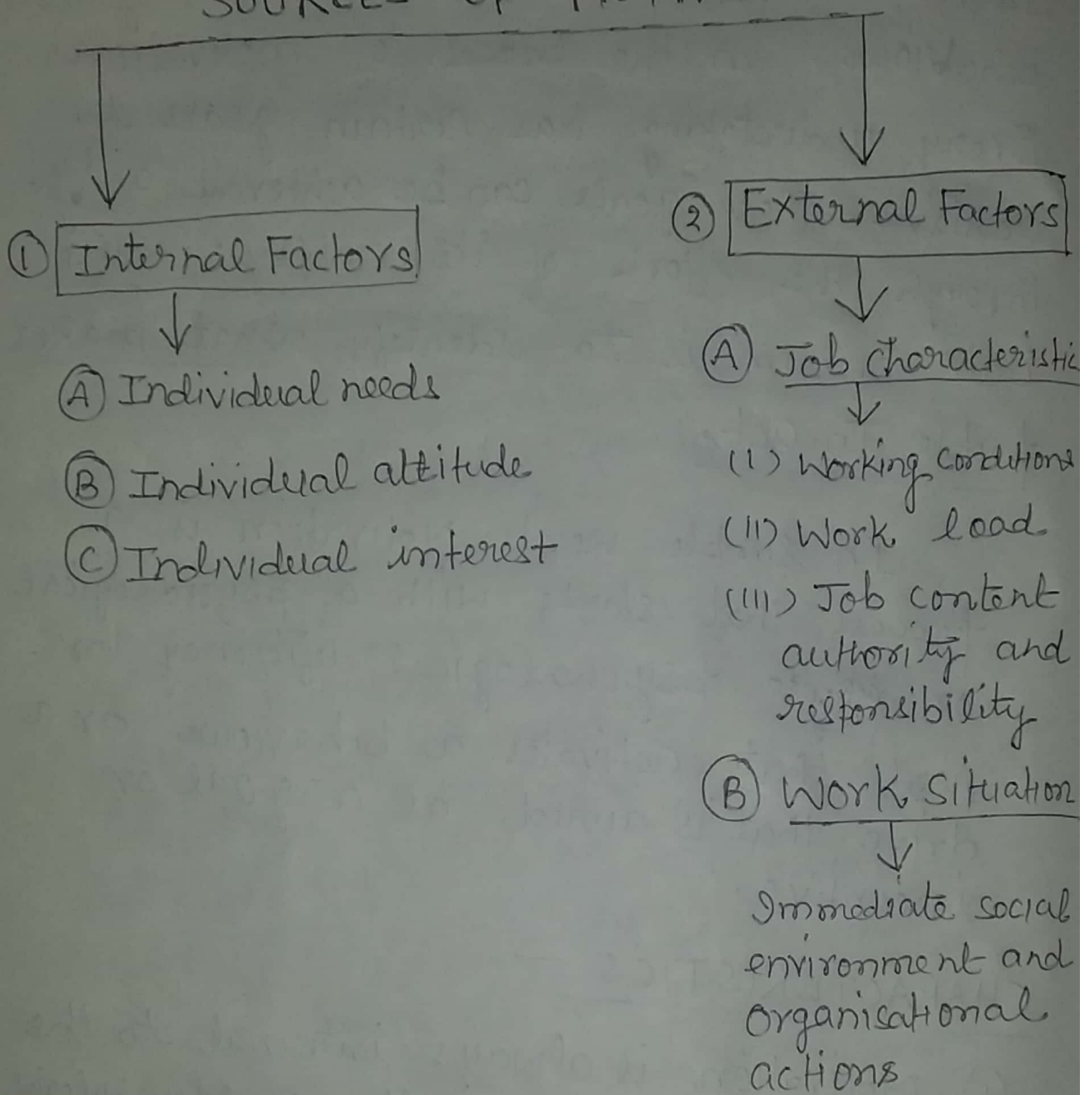
Drives are called motives representing the behaviour in the process of motivation. Every undertaking has certain goals to achieve. These goals can be achieved only through the efforts of its employee. The basic problem is to identify what makes people to act.

In simple words Motivation is a process that starts with a physiological or ~~physical~~ psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive.

CHARACTERISTICS —

- ① Motivation is always internal to the person. It is essentially a psychological phenomenon.
- ② Motivation of a person is an totality and not in parts.
- ③ Performance is the result of ability and motivation ($\text{Performance} = \text{Ability} \times \text{Motivation}$)

SOURCES OF MOTIVATION

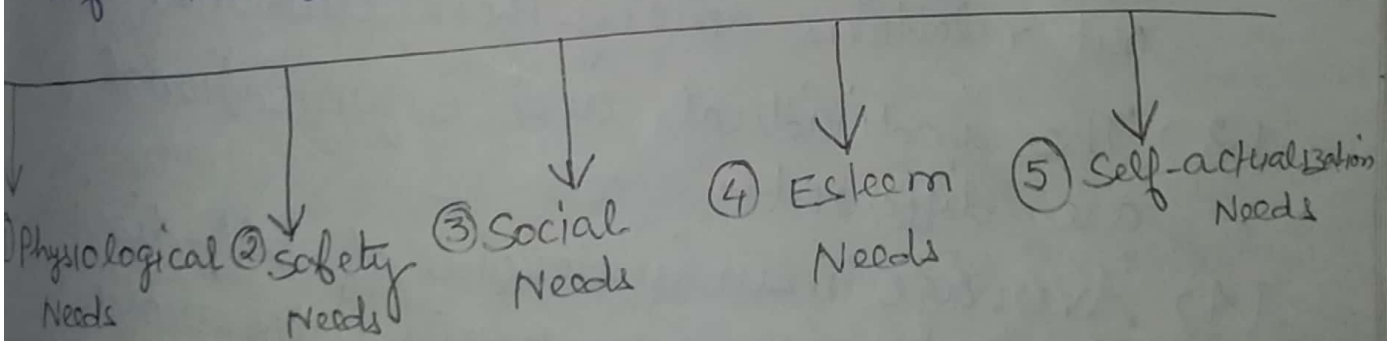


Theories of Motivation —

Several theories of motivation have been developed by the various motivational thinkers —

1- Maslow's Hierarchy of Needs —

Abraham Maslow, a famous social scientist and a psychologist, developed a theory of motivation which is based on the hierarchy of needs. The basic assumption underlying this theory is that the behaviour of the individual ~~is~~ urgency ~~try to satisfy~~ to satisfy is strongly driven by the urgency of the needs i.e. the individual would try to satisfy his strongest need first and once it has been achieved it would no longer motivate him hence he would move higher to meet his other needs. According to him there are five kinds of needs viz., Physiological, Safety, Social esteem and self actualization



2- Herzberg's theory of Motivation —

Frederick Herzberg developed the two factor theory popularly known as Motivational Hygiene Theory. It was based on the contents of interviews conducted on 200 engineers and

accountants employed by firms in and around Pittsburgh. He used the critical incident method of obtaining data for analysis. He found that there are two sets of need viz:

- (a) Hygiene or environmental factors
- (b) Motivational factors

3 - X and Theory Y of Douglas McGregor

X Theory -

- (1) The ordinary man is not interested in work and he is lazy, passive and tries to avoid the work.
- (2) In the absence of direction and control, members of the organisation will not work out relations among their positions.
- (3) The individual and organisational goals are different.
- (4) Average man is devoid of self-discipline and self-control and wishes to avoid responsibility.
- (5) Average man tends to submit himself to the control and direction of others.
- (6) The members of the organisation prefer security above all else.

Y Theory —

- ① The average human being does not dislike the work. Work is, in fact, a source of satisfaction and an employee will perform it voluntarily or consider it a source of punishment in which case he will try to avoid it.
- ② Man will exercise self control and self-direction
- ③ Commitment to enterprise objectives is a result of rewards associated with their achievement. People select goals for themselves when they find that their efforts are being rewarded.
- ④ The average individuals not only accept responsibility but seek it. Avoidance of responsibility is not inherent in the characteristics of human beings.
- ⑤ The capacity of exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely, (not narrowly) distributed in the population
- ⑥ Human beings have unlimited potentialities

This theory Y stresses on the satisfaction of needs of human beings.

Douglas McGregor has given his preference for the theory X as it leads to a preoccupation with the nature of relationships with creating an environment which will encourage commitment to organisational objectives and which will provide opportunities for the maximum exercise of initiative, ingenuity, and self-direction in achieving them.

4 - Expectancy Theory of V.H. Vroom -

Vroom proposed that motivational force is a function of valence & Expectancy.

$$\text{Motivation (Force)} = \text{valence (attitude / strength)} \times \text{Expectancy}$$

$$F = V \times E$$

valence refers to strength of an individual's preference for a particular outcome. It can be positive or Negative. Expectancy refers to the probability that a particular action will lead to the outcome.

Thus the theory:

- (a) recognises individual differences in motivation
- (b) seems more realistic in approach,

c) lays stress on harmony of objectives, i.e., individual goals are not different from organisation goals.

d) is completely consistent with the system of Management by Objectives (MBO)

5- Carrot and Stick Approach of Motivation

The basic assumption behind this approach is the principles of reinforcement theory, where the carrot refers to the reward and the stick as punishment.

To motivate actually means to change the behaviour according to this theory there are two ways to change the behaviour i.e. by force or by choice. The "stick" or fear is a good motivator and when used at right times can be very helpful. When all else fails, the stick approach is somehow most attractive as it usually produces instantaneous compliance and hence, immediate results.

Fear is also attractive as in the short term, an employee's performance maybe improved without any need for incentives or financial remuneration. In a worst case-scenario, fear motivation can back fire.

6- Equity Theory of work Motivation

The basic assumption behind this theory argues that a major input into job performance and satisfaction is the degree of equity (or inequity) that people perceive in their work situation if the inequity exists. The equity may exist when a person perceives that the ratio of his or her outcomes to inputs are equal to the ratio of a relevant other's outcomes to inputs.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

The input includes age, sex, education, social status, qualifications, organisational position whereas the outcomes are rewards such as pay, status, promotion and intrinsic interest in the job.

A worker always compares his performance with his co-workers. If one worker is slow and less active, he may make his fellow workers also like him. This theory suggests that all employees should be treated

equally but only those employees should get promotion who show better performance.

Theory Z — William Ouchi studied management practices in the United States and Japan and developed Theory Z. Theory Z represents a Humanistic Approach to Management.

Theory Z lays down four essentials:

- (1) Sound bond between organisation and employees.
- (2) Participation of employees in decision making.
- (3) No formal structure of organisation — just like a basket ball team which plays well without formal reporting.
- (4) Co-ordination of human beings.

This theory Z suggests complete change or transformation of motivational aspects of employees. Proponents of theory Z suggest that the common cultural values should promote greater organisational commitment among employees.