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| Title: | Motivation-Meaning and Theories | |

Meaning of Motivation

The term *motivation* is derived from the Latin word *movere*, meaning "to move." Motivation can be broadly defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort. Motivation theory is thus concerned with the processes that explain why and how human behavior is activated.

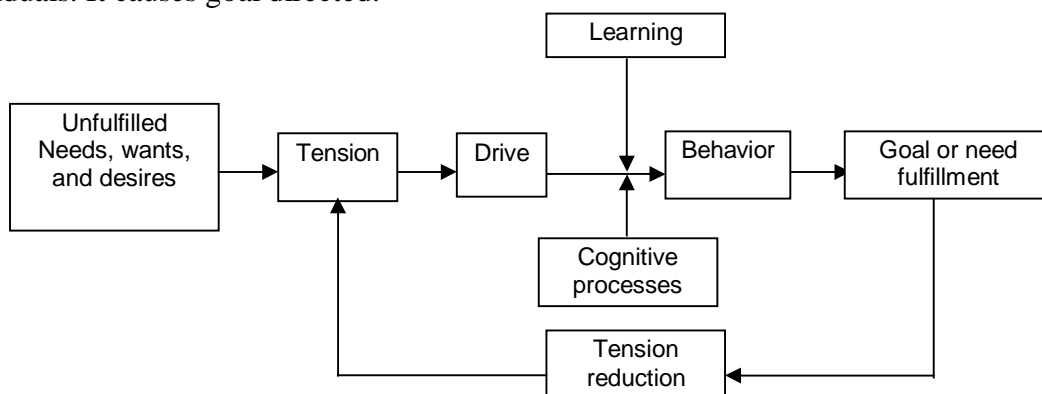
Motivation may be defined as the process of stimulating people to action, to accomplish desired goals. It involves arousing needs and desires in people to initiate and direct their behavior in a purposive manner.

According to S. P. Robbins, "Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need."

According to Dubin, "Motivation is the complex of forces starting and keeping a person at work in an organization".

According to Dalton E. McFarland, "Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behavior of human beings."

Motivation is a psychological phenomenon, which arises from the feeling of needs and wants of individuals. It causes goal directed.



Model of the Motivation Process

Importance/Significance of Motivation

Motivation is a very important for an organization because of the following benefits it provides:

- 1) **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.
- 2) **Improves Level of Efficiency of Employees:** The level of a subordinate or 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.

- 3) **Leads to Achievement of Organizational Goals:** The goals of an enterprise can be achieved only when the following factors take place:
 - a. There is best possible utilization of resources
 - b. There is a co-operative work environment
 - c. The employees are goal-directed and they act in a purposive manner
 - d. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.
- 4) **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.
- 5) **Leads to Stability of Workforce:** 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.
- 6) **Facilitates Change:** Effective motivation helps to overcome resistance to change and negative attitude on the part of employees like restriction of output.

Types of Motivation

Motivation may be classified on various bases:

1) Intrinsic Versus Extrinsic Motivation

Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it.

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task.

2) Positive Versus Negative Motivation

People are said to be motivated positively when they are shown a reward and the way to achieve it. Such reward may be financial or non-financial. Positive motivation seeks to create an optimistic atmosphere in the enterprise. Positive motivation involves identifying employee potentialities and makes him realize the possible result by achieving his potentialities.

The negative type of motivation is resulted from negative incentives i.e., punishment. The negative incentives give a feeling of pain, displeasure or dissatisfaction. It includes demotion in job, penalties and fines imposed on employee due to their low performance.

3) Financial Versus Non-Financial Motivation

The financial or pecuniary incentives are monetary in nature as they involve flow of money from the organization to its staff. The examples of pecuniary benefits are wages, salaries, allowances, bonus, fringe benefits, etc.

On the other hand, non-financial or non-pecuniary incentives do not involve much financial commitments on the part of the organization. They do not add to the money income of those who receive them. They take the form of job enrichment, participative management, praise, opportunity for growth, etc

Theories of Motivation

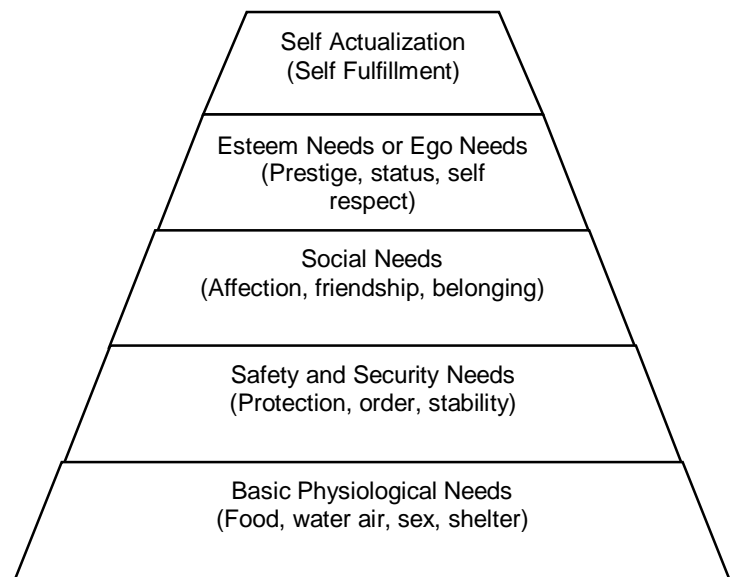
Some of the important theories of motivation are as follows:

- 1) Maslow's need hierarchy theory
- 2) Herzberg's two factor theory
- 3) Theory X and Theory Y
- 4) Theory Z

Maslow's Need Hierarchy Theory

It is probably safe to say that the most well-known theory of motivation is Maslow's need hierarchy theory. Maslow's theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order. Maslow has presented the hierarchy of needs in the following order:

- 1) **Basic Physiological Needs:** The needs that are taken as the starting point for motivation theory are the so-called physiological needs. These needs relate to the survival and maintenance of human life. These needs include such things as food, clothing shelter, air water and other necessities of life.
- 2) **Safety and Security Needs:** After satisfying the physiological needs, people want the assurance of maintaining a given economic level. They want job security, security of source of income, provision for old age, insurance against risks, etc.
- 3) **Social Needs:** Man is social being. He is, therefore, interested in conversation, sociability, exchange of feelings and grievances, companionship, recognition, belongingness, etc. Non-satisfaction of this level of needs may affect the mental health of the individual.
- 4) **Esteem Needs or Ego Needs:** Egoistic needs can take inward and outward orientations. Inward directed ego needs embrace such things as self-confidence, independence, achievement, competence, knowledge and success. They have to be earned by the individual himself through his intelligence and hardwork. They lead to 'earned recognition' by the society. Outwardly directed ego needs are concerned with prestige, status and other marks of respect because of some position in the organization or control over economic, social and political power.
- 5) **Self-Actualization Needs:** The final step under the need priority mode is the need for self-fulfillment or the need to fulfill what a person considers to be his mission in life. It involves realizing one's potentialities for continued self-development and for being creative in the broadest sense of the work. After his other needs are fulfilled, a man has the desire for personal achievement. He wants to do something which is challenging and since this challenge gives him enough dash and initiative to work, it is beneficial to him in particular and to the society in general. The sense of achievement gives him psychological satisfaction.



Maslow's Hierarchy of Needs Theory

Applications of the hierarchy of needs to management and the workplace are obvious. According to the implications of the hierarchy, individuals must have their lower level needs met by, for example, safe working conditions, adequate pay to take care of one's self and one's family, and job security before they will be motivated by increased job responsibilities, status, and challenging work assignments. Despite the ease of application of this theory to a work setting, this theory has received little research support and therefore is not very useful in practice.

Herzberg's Two Factor Theory

Frederick Herzberg developed the motivator-hygiene theory. This theory is closely related to Maslow's hierarchy of needs but relates more specifically to how individuals are motivated in the workplace. Based on his research, Herzberg argued that meeting the lower-level needs (hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from

being dissatisfied. Only if higher-level needs (motivators) were met would individuals be motivated. The factors so identified were classified by him into two categories:

- 1) **Motivational Factors:** These factors are related to the nature of work (job content) and are intrinsic to the job itself. These factors have a positive influence on morale, satisfaction, efficiency and higher productivity. Some of these factors are Achievement, Recognition, Work itself, Responsibility, Advancement, and Possibility of Growth.
- 2) **Hygiene Factors / Maintenance Factors:** Hygiene factors do not motivate people. They simply prevent dissatisfaction and maintain status quo. They produce no growth but prevent loss. The absence of these factors leads to job dissatisfaction. The elimination of dissatisfaction does not mean satisfaction and these factors simply maintain a “zero level of motivation”.

Herzberg’s Classification of Maintenance and Motivational Factors

| Maintenance Factors or Dissatisfiers or Hygiene Factors | Motivational Factors or Satisfiers |
|--|---|
| 1) Job context | 1) Job content |
| 2) Extrinsic factor | 2) Intrinsic factors |
| 3) Company policy and administration | 3) Achievement |
| 4) Quality of supervision | 4) Recognition |
| 5) Relations with supervisors | 5) Work Itself |
| 6) Work conditions | 6) Responsibility |
| 7) Salary | 7) Advancement |
| 8) Peer relations | 8) Possibility of growth |
| 9) Personal life | |
| 10) Relations with subordinates | |
| 11) Status | |
| 12) Job security | |

The implication for managers of the motivator-hygiene theory is that meeting employees lower-level needs by improving pay, benefits, safety, and other job-contextual factors will prevent employees from becoming actively dissatisfied but will not motivate them to exert additional effort toward better performance. To motivate workers, according to the theory, managers must focus on changing the intrinsic nature and content of jobs themselves by "enriching" them to increase employees' autonomy and their opportunities to take on additional responsibility, gain recognition, and develop their skills and careers.

Theory X and Theory Y

Douglas McGregor proposed two distinct views of human beings: one basically negative, labeled Theory X, and the other basically positive, labeled Theory Y. After viewing the way in which managers dealt with employees, McGregor concluded that a manager’s view of the nature of human beings is based on a certain grouping of assumptions and that he or she tends to mold his or her behavior toward employees according to these assumptions.

Assumptions of Theory X

Under **Theory X**, the four assumptions held by managers are:

- i) Employees inherently dislike work and, whenever possible, will attempt to avoid it.
- ii) Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
- iii) Employees will avoid responsibilities and seek formal direction whenever possible.
- iv) Most workers place security above all other factors associated with work and will display little ambition.

Assumptions of Theory Y

In contrast to these negative views about the nature of human beings, McGregor listed the four positive assumptions that he called **Theory Y**:

- i) Employees can view work as being as natural as rest or play.
- ii) People will exercise self-direction and self-control if they are committed to the objectives.
- iii) The average person can learn to accept, even seek, responsibility.
- iv) The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management positions.

Theory Z

William Ouchi proposed Theory Z – a hybrid model that blends elements of successful Japanese managerial practice with an assessment of US workers' needs. It focuses heavily on humanistic philosophy, teamwork and consensus decisions. This theory is rooted in the idea that employees who are involved in and committed to an organization will be motivated to increase productivity. Based on the Japanese approach to management and motivation, Theory Z managers provide rewards such as long term employment, promotion from within, participatory management and other techniques to motivate employees.

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