

Leon C. Megginson has rightly observed calling human resources as, "the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values; attitudes and benefits of an individual involved . . . It is the sum total of inherent abilities, acquired knowledge, skills represented by the talents and aptitudes of the employed persons." Motivating means stimulating all the above assets to the best possible use for accomplishing the organisational objectives. The organisation requires high level of performance from its employees, i.e. human resources. The level of performance is the product of employee abilities and motivation. Employees need to be motivated constantly to keep the level of performance high. The key to human resource motivation is that they should be treated with dignity and respect and their contribution to the organisation must be recognised. The management of the organisation must try to integrate the individual goals with the goals of the organisation. The best from the employees can be achieved with the unison of the two. This should be a sustainable activity till organisational objectives are fulfilled. Human behaviour is guided by certain motives. Motive mean want, need, impulse or drive. The want, need, impulse or drive find expression through motive. Motive is internal to person. Motive prompts a person to action. Motivation originated from motive. Motive is the centre point of motivation process. There is no limit to needs and desires of a person. All cannot be satisfied but only the urgent and strongly felt needs become motives. Motives change according to time. The manager should recognise these motives and offer some incentives which motivate a person. Motivation is the key to work performance.

Motivation is a general term used to describe the process of starting, directing, and maintaining physical and psychological activities. It is a broad concept that embraces such internal mechanisms as:

- (a) preference for one activity over another,
- (b) enthusiasm and vigor of a person's responses, and
- (c) persistence of organised patterns of action toward relevant goals.

The word *motivation* comes from the Latin *movere* "to move."

No manager has ever 'seen' motivation, just as no manager has ever seen thinking, perceiving, or learning. All that a manager sees are changes in behaviour. To explain or justify these observed changes, managers make inferences about underlying psychological processes—inferences that are formalised in the concept of motivation. Thus, in a formal sense motivation is defined as "all those inner striving conditions described as needs, drives, desires, motives, and so forth. It is an inner state that activates or moves."

Instead of using a formal interpretation of motivation to accomplish the job of managing other employees, a manager observes behaviour and makes inferences about motivation. If an employee displays the following type of behaviour, he/she is considered to be motivated:

- ☐ Is regularly present on the job.
- ☐ Puts forth his/her best effort.

- ☐ Is always working at performing the job.
- ☐ Is directing his/her efforts toward the accomplishment of meaningful goals.

In essence, managers observe presence, effort, persistence, and goal-orientation, and make inferences about whether or not an employee is motivated.

CHARACTERISTIC FEATURES OF MOTIVATION

1. Motivation is Internal to Person

Motivation is an internal feeling. It is psychologically generated behaviour which forces a person to action.

2. Motivation is an Ongoing Process

Motivation is a continuous activity. It goes on endlessly because needs and desires are many. One need may give rise to the other. They are numerous and motivate persons for their satisfaction.

3. Motivation Varies from Person to Person and Time to Time

Motivation is different for different persons and it also varies according to time and place because wants are different for different people, times and places. Moreover, motivation is a psychological phenomenon and it is difficult to make clear assessment as to what exactly is the cause of motivation.

4. Motivation may be Positive or Negative

Positive motivation is based on incentives or reward as pointed out by Edwin B. Flippo that, "positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward." This incentive may be in the form of monetary or non-monetary. People can be motivated by praising them or giving them respect or by giving them authority and recognising their contribution and seeking participation from them. Competition is another factor which will motivate them to work more than their fellow employees to show their superiority.

Negative motivation is based on penalties, calling for explanation threats, fear, etc. Fear of losing job or promotion, pay deduction causes employee to work more. These reasons push him towards work. Negative motivation if used frequently may create disloyalty and non-cooperation which may in turn result in low performance.

A person is also motivated if he is given fringe benefits, medical facilities, facilities for education of employees' children, housing accommodation, holidays and vacation, retirement benefits, etc. Training and development is also a cause of motivation.

MOTIVATION AND BEHAVIOUR

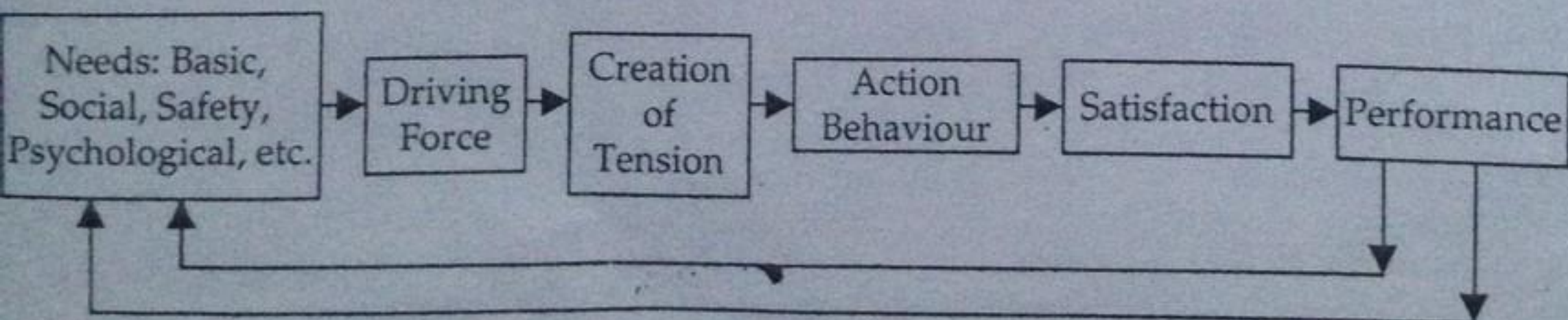
All behaviour is in some way motivated. People have reasons for doing what they do or for behaving in the manner that they do. Thus, human behaviour is directed toward certain goals and objectives. Such goal-directed behaviour revolves around the desire for need satisfaction. A need is a physiological, psychological, or sociological want or desire that can be satisfied by reaching a desired goal.

Motivating People at Work: Meaning and Concept

Every manager has a responsibility to get things done by subordinates. To discharge this responsibility in satisfactory manner he performs the management functions and creates healthy interpersonal relationship with subordinates. For doing this the manager has to find out what make people to do the things? He has to discover the source of energy which causes an individual to behave as they do. In addition, the manager also attempts to understand how the several individuals behave in a particular work situation and finally what else is to be done to force them for producing desirable working behaviour?

Generally, the motivation refers to states within an individual that drives his behaviour towards some goals. The drives come from the need or state of deprivation or 'sense of not having' or 'lacking' which compels the individuals to act or not to act or to behave in a particular manner. Thus, the basis of motivation may be basic needs like hunger and thirst or may be social and psychological needs of belongingness and achievement, self-development, etc. In other words, motivation may be regarded as a set of those wishes, desires, needs and drives which stimulate or activate an individual to act. In simple words, an individual has a need which press upon him and create tension in his mind. Thus, to fulfil unsatisfied needs he moves towards the goal enthusiastically. The degree of enthusiasm depends on how pressing the need felt by him and how strong the motivation is? Therefore, a man is said to be motivated when his concealed energy is towards the accomplishment of certain goals. From the view point of an organisation, motivation is the willingness of individuals to carry out plans more enthusiastically for achieving organisational goals.

Motivation Process



The term motivation has been defined by management authors as under:

"Motivation is the desire within an individual that stimulates him or her to action."

—George R. Terry

"Motivation is the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings."

—D.E. MacFarland

"Motivation is a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organisation."

—C.B. Mamoria

"Motivation is a general inspirational process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they accepted and generally to play an effective part in the job that the group has undertaken."

—Brecht

"Any emotion or desire which so conditions one's will that the individual is propelled into action."

—Stanley Vence

"The complex of forces starting and keeping a person at work in an organisation."

—Robert Dubin

"Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing degree of readiness."

—Encyclopaedia of Management

On the basis of the above definitions the following observations can be made regarding motivation.

- (i) Motivation is a inner psychological force which activates and compels the person to behave in a particular manner.
- (ii) Motivation process is influenced by personality traits learning abilities, perception and competence of an individual.
- (iii) Highly motivated employee works more efficiently and his level of production tends to be higher than others.
- (iv) Motivation originates from the needs and wants of an individual. It

is a tension of lacking something in his mind which forces him to work more efficiently.

- (v) Motivation is also a process of stimulating and challelising an energy of an individual for achieving set goals.
- (vi) Motivation also plays a crucial role in determining the level of performance. Highly motivated employee will get higher satisfaction which may lead higher efficiency.
- (vii) Motivating force and its degree, may differ from individual to individual depending on his personality, needs, competence and other factors.
- (viii) The process of motivation helps the manager in analysing and understanding human behaviour and finding out that how an individual can be inspired to produce desirable working behaviour.
- (xi) Motivation may be positive as well as negative. Positive motivation includes incentives, rewards and other benefits while negative motivation implies some punishment, fear, use of force, etc.
- (x) The process of motivation contributes to and boosts up the morale of the employees. And high degree of motivation may lead to high morale.

Importance of Motivation

Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organisation. It is only through motivation process, they contribute maximum for accomplishing objectives. Without motivation, they may not have an urge to maintain or improve their efficiency. Importance of motivation in management may be judged on the basis of the following factors:

(i) *Effective Use of Resources*

In business, all physical resources are got to be used through human force. Effective and efficient use of these resources depends on the ability and readiness of work force. Thus team of highly motived employees greatly help in making optimum use of available resources for achieving objectives.

(ii) *Higher Efficiency*

Motivation is directly related to the level of efficiency. Highly motivated employees make full use of their energy and other abilities to raise the existing level of efficiency. They produce more as compared to other employees.

(iii) *Accomplishment of Organisational Goals*

As stated earlier, the process of motivation helps in shaping the working behaviour of the employees and making it desirable for achieving objectives. Highly motivated employees would make goal-directed efforts. They are more committed and cooperative for seeking organisational goals.

(iv) *Reduced Labour Turnover and Absenteeism*

Highly motivated employees are the most important and valuable assets of the organisation. They are more loyal and sincere, therefore, they remain punctual and regular in their work schedule and prefer to stay on-the-job for longer period of time. These factors help in reducing absenteeism and labour turnover.

(v) *Healthy Industrial Relation*

Motivation is considered as a backbone of good industrial relation. Effectively motivated employees get more satisfaction and carry high morale which makes them more disciplined. In such a situation, the possibilities of industrial disputes and unrest is reduced to minimum and industrial relations gets improved.

(vi) *Improved Corporate Image*

Motivation also helps in improving an image of organisation. If employees are motivated, they produce more, they maintain self-discipline and productive internal environment in the organisation ultimately gives better impression to the outsiders dealing with an organisation and its image is enhanced.

Traditional Approach to Motivation

Like all other approaches and principles, motivation has also its origin in traditional theory of management. Gradually with the passage of time, necessary modifications were made in traditional model and human relation model was developed. Similarly, after having developed system approach of management, motivation process has also been made in system perspective.

Traditional model of motivation is mainly associated with Taylor's approach of scientific management. In scientific management Taylor has pointed out that there can be one best way of doing things by giving wage incentive to workers so that they are motivated to produce more. The main assumption of this approach was that the manager understands work better than the workers. Workers are essentially lazy and can be motivated only by money. Under this model, the managers have a responsibility to exercise close supervision and control and to simplify the operations as to make workers produce up to the standard.

However, the advocates of human relation model strongly felt that apart from financial incentives social contacts of the workers with supervisor and peer worker may help in creating and sustaining motivation. The workers can be motivated by acknowledging their social needs and recognising their importance and usefulness in the system. Human relation model of motivation further suggests that the manager should give his subordinates some freedom to make decision regarding the work assigned to them. Finally under this model, the employees were expected to accept authority of management because the manager treats them as human beings and allows them to exercise some degree of self-direction and control with regard to routine jobs.

MOTIVATION AT WORK IN ORGANISATIONS

Motivation at work in organisations has been the subject of interest and intensive study, right from the beginning of 1960s.

Motivational problems of organisations received more significant attention during 1970s, and since then the trend both in motivation research studies and in their practical applications, is one of acceleration. Motivation has undoubtedly gained momentum during recent years.

Earlier Developments in Motivation Assumptions: Traditional Model *vis-a-vis* Human Relations Models

It will perhaps, serve quite a useful purpose, if we just have a short review here, as a background study, of earlier developments, as took place in the motivation assumptions provided by the traditional model, later replaced by Human Relations Model.

The researches carried out by Mayo (1933, 1945), and Roethlisberger and Dickson (1939), revealed that increased routinisation of task of a repetitive nature (which often was monotonous), as a result of the Industrial Revolution, could never bring job satisfaction to the worker, and this was the main reason why the worker lost his interest in the job and began seeking satisfaction elsewhere, such as from his fellow worker. These researches pointed the way to the Human Relations School of management, which came out with the Human Relations Model, with changed assumptions.

This led some of the managements to replace their traditional model assumptions with that of the Human Relations Model.

Human Relations Model carried assumptions that:

- (i) People, as is their natural instinct, want to feel useful and important;
- (ii) People crave for belongingness and want to be recognised as individuals; and
- (iii) These needs carry more weight and importance, than money in motivating people to work.

Relying on these assumptions, the realisation came about in the managements, that their policies should undergo a change, and in pursuance thereof, impress upon their managers that their fundamental task was to provide a feeling to each worker, that he was a useful and an important "individual being" in the organisation; they should keep their subordinates informed of their plans, listen to their objectives to the plans; and they should provide initiatives to their subordinates and also provide opportunities to them to exercise some self-direction and self-control on routine matters.

In keeping with these policies, characterised by a strong social emphasis, it was expected that, subordinates will participate in decision-making in matters directly affecting them. This should go a long way in satisfying their basic needs of belongingness and feeling important; with the satisfaction of these needs, their morale will improve, they will respect authority and will lend a willing

cooperation to the management ~~in~~ the achievements of the organisational objectives.

In furtherance of these policies, a thorough understanding of interpersonal and group relations at work captivated the attention of the managements.

Some managements also undertook behavioural research into factors affecting motivation and moral surveys came to be carried out, in an attempt to measure and maintain job satisfaction.

Many organisations improved their vertical communication systems to permit employees to know more about the organisation and thus to provide them with the opportunities to have their opinions better heard by management. Newsletters came up, as a very useful and effective media of downward communication.

The managements became fully alive, and realised the existence and importance of informal groups with their own norms and role prescriptions. This led to the employment of group incentive systems.

All these measures, as put in operation by the managements, brought in increasingly the recognition of 'Motivation' as a social process.

In passing, it may be stated here, that the supervisor's role changed from that of a task-master alone, to, in addition, he was supposed to have understanding and be sympathetic to the needs and desires of his subordinates.

WHAT MOTIVATION DOES?

Various definitions have been ascribed to motivation.

In its literal meanings, "motivation", "is the act of motivating or providing an incentive."

According to Beach, Motivation can be defined, "as a willingness to expand energy to achieve a goal or a reward."¹

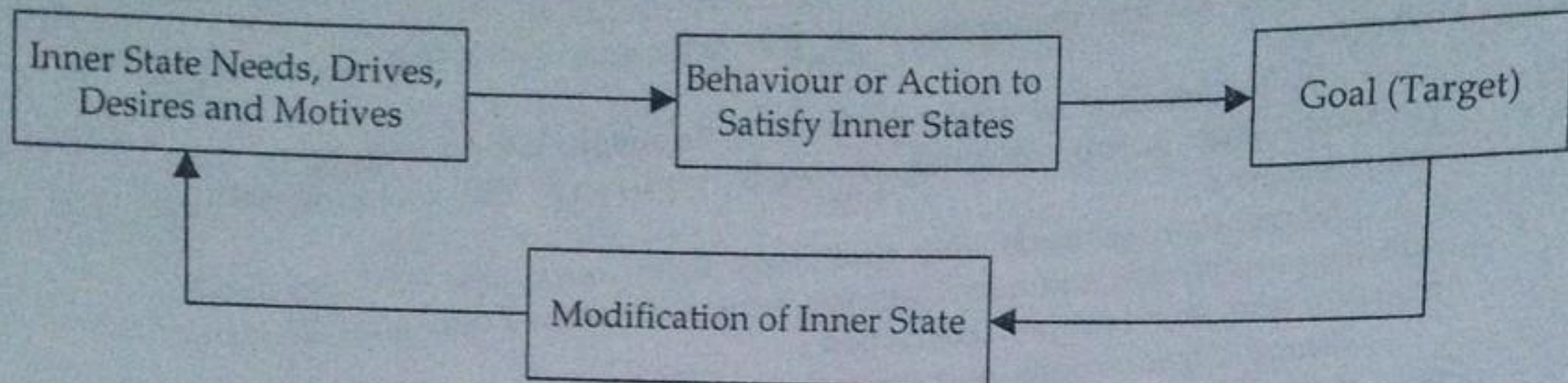
Davar has defined motivation, "as the stimulation of any emotion or desire operating upon one's will and prompting or driving it to action."²

Motivation can be defined, in its most simple terms "as the strength of drive towards an activity."

Motivation Explained

An unsatisfied need, drive, desire, or motive initiates motivation.³ An unsatisfied need, drive, desire, or motive causes tension (physical, psychological, or sociological) within the individual, leading him to engage in some kind of behaviour (to seek a means) to satisfy the need and thereby reduce the tension. Note that this activity is directed toward a goal; arrival at the goal satisfies the need. For example, a thirsty person needs water, is driven by thirst, and is motivated by a desire for water in order to satisfy the need. Depending on how well the goal is accomplished, the inner state is modified as shown by the feedback loop. Thus, motivation begins with an unsatisfied inner state condition and ends with movement to release that unsatisfied condition, with goal-directed behaviour as a part of the process.

A Model of the Motivation Process



Motivation and Performance

In reviewing the general motivation model shown in Figure, it is important to point out that motivation and performance are distinct concepts. Managers are concerned about employees accomplishing significant work goals; that is, output, quality, cost containment. The successful accomplishment of these work goals is the result of a number of factors such as the effort, time, and commitment of the employee. There is also the employee ability factor, as well as the type of support and guidance provided by the manager.⁴ It is important for a manager to note that some of the factors that result in accomplished goals are internal, a part of the employee's makeup or characteristics. However, other factors are external to the employee.

Since both internal and external factors interact in accomplishment of goals, it is important for the manager to not reach incorrect or incomplete conclusions about motivation. A manager, for example, may notice a drop in performance and react by increasing the incentive pay for producing each unit. The manager's reaction is an attempt to increase the employee's motivation level and to show the employee how interested the manager is in performance. However, the drop in performance may be due to not feeling well, to having problems at home, or to believing that management doesn't trust him and is now closely monitoring every activity.

Managerial mistakes in diagnosing what are thought to be motivational (inner-state) problems are common in work settings. Other factors interact with motivation to determine if job performance goals will be accomplished. The employees' abilities, outside work activities, available resources, working conditions, and the style of management are important factors to consider when diagnosing what is thought to be a motivation problem.

Motivation and Morale

Morale is closely connected with the concept of motivation. It is crucial factor in the functioning of any group activity. It refers to the attitude and behaviour of individual towards their work environment. Many authors of management believe that moral is *esprit-de-corps* or the attitudes of a group. Therefore, morale is a synthesis of how employees think and feel about their jobs, working conditions, peers, supervisors, superiors, organisation and its goals, etc. But it could also be individual factor, because it also represents

feeling of the employee towards his work in terms of job satisfaction, fulfilment of his needs, and his interaction with fellow-workers, superiors and subordinates. Thus, it is a state of mind and emotions having direct reflection on the attitude of person or persons.

More often morale is described as being high or low because it is dynamic and relative concept. Generally, high morale exists when the employees' attitude is favourable towards their jobs organisations, fellow-workers, working conditions and to the total situation of group. Low morale exists when doubts and suspensions are common, individuals are discouraged and depressed, there is a lot of mental tension and willing cooperation is withheld. It is marked by apathy, bickering, jealous, pessimism, reduced output, absenteeism, resignation and formation of resistance groups.

Though motivation and morale are cognitive concepts, and high morale and motivation generally lead to higher level of performance, still there is a difference between these concepts which can be understood on the following grounds:

- (i) Motivation is an inner-psychological drive of an individual which activates and compels him to behave in a particular manner, but morale is more of a group situation. It is a socio-emotional association and attitude of the members of group towards each other, towards group goals and towards organisation and its goals.
- (ii) In every work-setting the performance and behaviour of individual members is governed by wide ranging variables and motivation is one of them which explains why do the members perform or believe in specific way. On the other hand, morale is the result of all interacting variables present in the entire work situation. The morale of the members will be high when they carry favourable attitude towards these variables.
- (iii) High degree of motivation generally contributes to high morale among employees but if the morale of employees is high they may or may not be motivated. Thus, high morale does not guarantee high motivation because to have a favourable attitude towards all factors of work situation may not necessarily compel the employees to work more efficiently. However, on the other hand, if employees are highly motivated it contributes to morale.
- (iv) Motivation has both positive as well as negative aspects because in some cases in order to force the employees to perform as per standard and to behave in desirable manner authority is exercised, punishments are given and other coercive measures are adopted. The concept of morale involves only positive aspects and negative measures may further lower down the degree of morale. Attitude of the employees can be made favourable only through positive measures, such as to improve working conditions, to redesign job, to provide supportive supervisor, and to integrate personal interest with organisational goals, etc.

employee can also produce desired results in spite of lesser degree of ability and competence, probably he does it to get over his inadequacies and deficiency.

More explicitly explained, motivation is the process of inspiration, that enables an individual or a work-group to put in his best efforts or pull their weight together, as a group, effectively to give his loyalty or group loyalty, to meet the challenge that the individual has accepted or jointly meet the challenge that the group has accepted.

Motivation perhaps, could be explained in more simple words and better with the following illustration of two types of groups of employees—motivated and non-motivated. This will explain their differing attitudes, behaviour and performance towards their jobs.

<i>Motivated Group of Employees</i>	<i>Non-motivated Group of Employees</i>
(a) do really excellent jobs,	(a) do only marginal jobs,
(b) come early, put in efforts the whole time, stay late,	(b) found always talking or taking tea or coffee breaks, seldom found on their work places. Thus while away the whole time,
(c) their productivity is 2 or 3 times as much as that of the non-motivated group of employees,	(c) very poor productivity,
(d) they are willing workers,	(d) they shirk work,
(e) they are ever anxious to do better.	(e) they seem to be always disinterested in their work.

It will thus be observed that the productive group of employees can be described as motivated or better driven than the other non-productive group of employees.

WHY MOTIVATION?

Currently, there has come about a wide awakening and awareness in India and abroad, of the need for increasing productivity and this need is gaining momentum with the passage of time.

How Increased Productivity Possible?

A potent generator of increased productivity is adequate motivation of the organisation's human resources.

Rensis Likert, the noted psychologist, while describing motivation, as the core of management, has added strength to the common assumption, that, "developing a favourable attitude among employees towards the company, will result in increased productivity."

Motivation: Its Two Different Aspects in Organisational Working

It will be interesting to observe here, the two different aspects of

motivation in organisational working.

The one aspect points to the need for motivation, and the other to the achievements, as a result of motivation in organisational working.

The need for motivation can be perceived under such situations and circumstances, as low production, strikes, personal conflicts between superiors and subordinates, restriction of output, absenteeism, and high turnover.

Of the outstanding achievements, as a result of motivation in organisational working, those important include: creativity—providing satisfaction of personal accomplishment to the individuals, strong personal commitments of individuals to their organisation, that generates work effort above and beyond the call of duty.

SOME FUNDAMENTAL PRINCIPLES GOVERNING MOTIVATION

- (1) No doubt, motivation, when triggered, will do its job of stimulating an individual nicely, but unless the individual possesses the required ability or capability to put in harder work for improved performance, motivation alone will be of no avail.
Therefore, for improved performance, both aspects—stimulation and capability for harder work, probably, are necessary.
- (2) The problem of motivation involves impelling forces which arouse and mobilise the activities of the individual and channelise them towards those directions, which help him accomplish his goals.
When an individual is motivated, he possesses latent energy or drive which is potentially available for an efficient effort.
- (3) Individual's hierarchical needs focus on how far the motivation works, as different people aspire for different rewards from their jobs.
- (4) There is a very close interrelationship between an appropriate behaviour and rewards, more particularly the value of the reward itself. Motivation works best, if these rewards are suggestive of their scheduled timings, the quantum and their frequency.
- (5) For motivation, to have its desired effect, it is necessary that reward systems should be based on equity and fair justice, as people are often motivated by comparison with their fellow workers. It is of vital importance that fair and equitable rewards are a "must" in the right application of motivation.
- (6) Goals or objectives are important motivator. If these objectives, as pre-determined, are precisely defined in clear terms, they help increasing effort on the job.

MEANS EMPLOYED IN MOTIVATING PEOPLE

There are a varied types of means of motivating people. Those prominent include:

External Pressures

Modern managements have come to believe in making use of external pressures, as being more effective in increasing the productivity, than the traditional ones—the physical pressures (the supervisor's rod), which have since been abandoned.

An hard approach, or directions or orders are not considered in the present times, as the right means of motivating for achieving the desired results. The human mind has to be motivated to think along right lines and come out with the best.

The threat of dismissal, however, still continues to be a means of motivation.

Money as a Motivator

Some people still go with the belief that money is a good motivator for impelling people to work harder, better and longer, though various experiments in industrial psychology carried over a long period of time reveal, that this belief is gradually declining in the face of the more important social needs of the people.

Managerial Style of Working

It is increasingly being realised by employers that to win over workers' loyalty, to make them enthusiastic, to bring about consciousness and a sense of responsibility in them, to instil feelings of creativity in them, make them devoted and dedicated to their jobs, and further to seek a sense of belonging and their commitments to the company, and to find them satisfied with their jobs as a result of the achievement of their personal fulfilments, it is necessary to recognise the workers as "human beings" with their aspirations and needs—of self-esteem, dignity and the like. Their "Personality" need also be given due recognition and consideration. The workers need to be made to understand how each one of them constitutes as an important member and an essential part of the organisation, and how his job fits into the overall production process, and how he contributes in the bringing out of the final product. The workers also need to be given a feeling of security, be provided opportunities for their advancement (through training, development participation and such other measures), be provided good chances to use their initiative, and be also ensured adequate incentives.

In order to bring their realisations to their practical working, they have impressed upon their managerial style of working—their attitudes and behaviours.

As managers, they must discipline themselves, to adopt attitudes and behaviours towards their subordinates in a consistent manner and be fair and impartial to all. They should not flout their authority. Where they need to be strict to maintain discipline, they must act judiciously.

They should instil confidence of the subordinates towards themselves. To be effective managers, they must enjoy their confidence and respect.

By affording opportunities to the subordinates to participate in

managerial decision-making on matters directly affecting the subordinates, they will not only win over loyalty of the workers, but also inculcate in them a sense of belonging towards the company. The subordinates should be given opportunities to express their ideas freely.

As a means of effective motivation, the managers will do well in keeping their subordinates adequately informed of their plans, day-to-day activities and of changes in the company's policies, rules, procedures, etc. The use of 'Bulletin Boards' and 'House Organs' are considered a good media of providing such information to the subordinates.

Equally important is the careful attention to be given by the managers in improving the environmental and working conditions to the satisfaction of the workers for enlisting their full cooperation in improved production.

In this context, some studies also suggest that in order to bring about closer relationships between the subordinates and the company, it will serve as a very good means if the managers take interest in the subordinates' off-the-job social activities.

To sum up, it is the 'big' task of the management to motivate their workforce, through all possible means within their control, so that each member turns up to be most contented, satisfied, happy, cooperative, more efficient and more productive.

SUMMARY

- ☐ Motivation is the set of forces that cause people to behave as they do. Motivation starts with a need. People search for ways to satisfy their needs and then behave accordingly. Their behaviour results in rewards or punishment. To varying degrees, an outcome may satisfy the original need.
- ☐ A need is anything an individual requires or wants. Primary needs are things that people require to sustain themselves, such as food, water, and shelter. Secondary needs are more psychological in character and are learned from the environment and culture in which the person lives. A motive is a person's reason for choosing one certain behaviour from among several choices.
- ☐ The earliest view of motivation was based on the concept of hedonism, the idea that people seek pleasure and comfort and try to avoid pain and discomfort. Scientific management extended this view asserting that money is the primary human motivator in the workplace. The human relations view suggested that social factors are primary motivators.
- ☐ According to Abraham Maslow, human needs are arranged in a hierarchy of importance, from physiological to security to belongingness to esteem and, finally, to self-actualization. The ERG theory is a refinement of Maslow's original hierarchy that includes a frustration-regression component.
- ☐ In Herzberg's dual-structure theory, satisfaction and dissatisfaction

1. *Need Theories*

This consists of the following:

- ☐ Maslow's Hierarchy of Need Theory
- ☐ Herzberg's Two Factor Theory
- ☐ McGregor's Theory X and Theory Y
- ☐ Alderfer's ERG Theory
- ☐ McClelland/Atkinson Theory
- ☐ Cognitive Evaluation Need Theory

2. *Task Characteristics Theories*

- ☐ Requisite Task Attributes Theory
- ☐ Job Characteristics model
- ☐ Social Information Processing Model.

3. *Goal Setting Theory*

4. *Reinforcement Theory*

5. *Equity Theory*

6. *Expectancy Theory*

Theories proposed by Maslow, Herzberg and McGregor in 1950s are now considered old and questionable. Even though these are old, it provides very solid foundation on which contemporary theories have been developed. In view of their popularity and clarity a study of them is found useful. However, it is necessary to understand their limitations as well. We will be discussing all these theories, in detail, in subsequent paragraphs.

(1) MASLOW'S HIERARCHY OF NEEDS THEORY

Human Needs' Concepts

World is social, life is organic. Man is a wanting animal and a social creature. He never feels satisfied with the fulfilment of his needs. His needs increase progressively. No sooner, his one need is satisfied, another crops up in its place. This process never ends and continues from birth to death.

Man is ever sensitive to considerations to pride, achievement, desire for esteem and affection and similar non-economic drives.

All individuals have inner needs or motives which give rise to tension within them and stimulate them to action, designed to satisfy the needs and relieve the tension.

Human needs arise from the biological and socio-psychological make-up of an individual.

Needs which arise from the biological make-up of human organism, are described as basic or primary needs—needs of people for food, water, air and basic protection from the elements.

Needs which arise from the socio-psychological make-up of the individual, we call secondary or higher level needs—needs of the mind and spirit, rather than needs of the body, for instance, need for praise from other people.

Needs vis-a-vis Behaviour

It needs to be borne in mind that 'behaviour', results from needs within individuals and behaviour is the action—mental or physical that people take in pursuit of need satisfaction. The behaviour is intended to achieve goals, which the individuals perceive are likely to result in need satisfaction.

In the need hierarchy model process, motivation begins with an assumption that behaviour is at least in part directed towards achievement of satisfaction of needs.

It also may be observed that secondary needs are much more numerous and have much greater influence on most people's behaviour than have primary needs.

Satisfaction of Needs as a Motivating Process

In the industrial set-ups, we find men busy, doing their assigned tasks, which more often involve repetitive, monotonous jobs in a stream-lined process, where seldom they get the opportunity to see the total finished product. People feel disgusted and frustrated.

It is here that the management realises and helps them stimulate their inner drives, so that they may be motivated to maximise output. Here one of the basic considerations for each individual to put in his best efforts to produce more, will be how much more the organisation will be able to satisfy his needs.

People work for an organisation, because they expect that they will be able to satisfy their varied types of needs—economic, social, safety and egoistic.

Gainful/Baneful, Effects as a Result of Employees' Needs Satisfaction/Non-satisfaction

In business and industrial situations, with the employees' need satisfaction, they feel happy, cooperative and productive. An industry, which meets man's basic needs will flourish.

On the other hand, if these are not met, people become morose and bitter and the industry can be driven as under by internal conflicts.

Maslow's "Hierarchy of Needs" Theory

This theory of motivation has received more attention from the managers than any other theory. Abraham Maslow, an eminent US psychologist, has classified human needs in a logical convenient way that has an important implication for managers. In this theory he has pointed out and explained that how needs influence human behaviour. Maslow viewed human motivation as a

hierarchy of five needs ranging from most basic physiological needs to the highest needs for self-actualisation.

One of the most popularly referred to theories of motivation, is the "Hierarchy of Needs" theory, developed by psychologist Abraham Maslow (1908-1970), in 1943.

Maslow's "Hierarchy of Needs" Theory: Origin

It is during his working with a group of mentally disturbed individuals, that Maslow discovered that all people basically feel certain needs within themselves, which they seek to be fulfilled. As a result of his observations, Maslow formulated his "humanistic" philosophy, based on the ways in which human needs govern behaviour. Thus, Maslow developed the "Hierarchy of Needs" theory of motivation. This theory emerged in the early 1960s.

Maslow theorised, that experienced needs are the primary influences on an individual's behaviour. When a particular need emerges, it determines the individual's behaviour in terms of motivation preferences and not randomly and action taken.

Understanding behaviours and their goals involves gaining insight into presently unsatisfied needs. Maslow developed a method for gaining insight by providing categories of needs in a hierarchical structure. He placed all human needs from primitive or immature in terms of the behaviours they foster, to civilised and mature needs into five need systems in his earliest papers (later 'stimulating needs'—the second step in the hierarchy of needs was added).

Maslow believed that there is a natural process whereby individuals fulfilled needs in an ascending order from most immature to most mature.

Maslow indicates that there must be at least minimal fulfilment before an individual can become aware of the tensions manifested by a higher level need and have the freedom to pursue its fulfilment.

Maslow classified human needs as under:

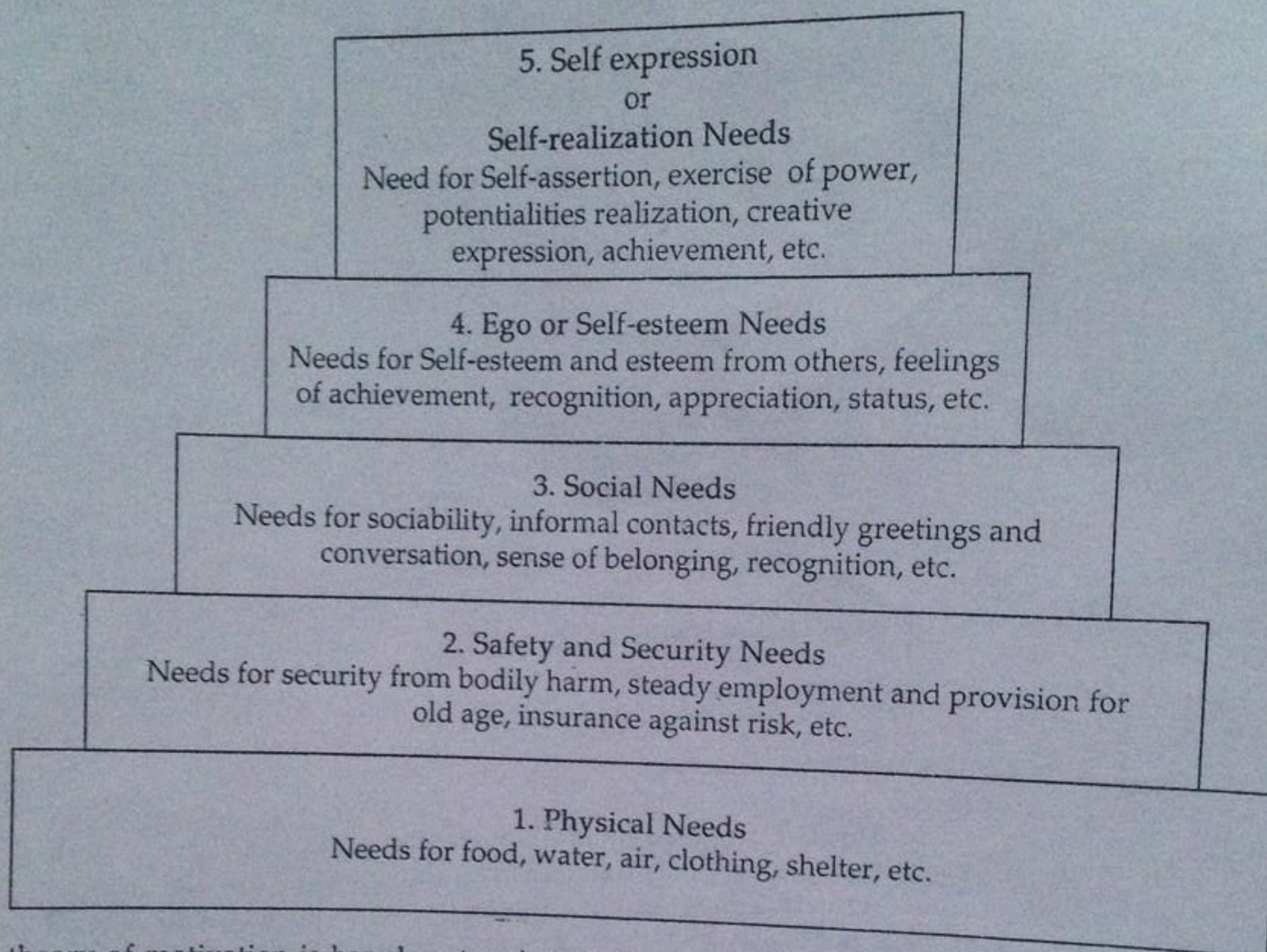
- (1) Physical needs,
- (2) Safety and Security needs,
- (3) Social needs,
- (4) Ego or Self-esteem needs, and
- (5) Self-expression or Self-realisation needs.

[Another class of needs, termed 'Stimulating Needs' placed at No. (2) after physical needs, concerned with making life stimulating, active interesting and worthwhile etc., had not been found included in Maslow's earliest paper on need hierarchy and therefore, has been left out of mention by most of the writers, who have dealt with only five classes of needs in Maslow's need hierarchy.]

According to Maslow, man's needs, having a sequence of domination are arranged in a hierarchical level of importance, as the diagram illustrated on the next page.

Maslow's need hierarchy is widely accepted today in management theory and practice, because it seems to make sense and is easy to understand. This

Maslow's Need Hierarchy Diagram



theory of motivation is based on two important assumptions:

1. Each person's needs depend on what he already has. Only needs not yet satisfied can influence behaviour. A satisfied need cannot influence behaviour.
2. Needs are arranged in a hierarchy of importance. Once one need is satisfied, another emerges and demands satisfaction.

Maslow believed five levels of needs exist. These levels are:

- (1) physiological,
- (2) safety,
- (3) social,
- (4) esteem, and
- (5) self-actualisation.

He placed them in a framework he called the *hierarchy of needs*. This is presented in Figure on the next page.

Maslow stated that if all of a person's needs are unsatisfied at a particular time, the most basic needs will be more pressing than the others. Needs at a lower level must be satisfied before higher-level needs come into play, and only when they are sufficiently satisfied do the next needs in line become significant. Let us briefly examine each need level.

The unsatisfied needs are displayed on the left of Figure below. Some areas that managers can influence for each of the five need categories are presented in Figure. Managers can have a significant impact in helping employees satisfy needs in each of Maslow's categories.

Maslow's Need Hierarchy and Management Influence Example

Unsatisfied (US)	Self-Actualization Self-fulfillment, maximum skill potential, personal growth <i>Management Influence:</i> Challenging job assignments, opportunities for creativity, risk taking and high achievement.
US	Esteem Status, self-content, confidence, appreciation <i>Management Influence:</i> Recognition of good performance, important job assignments, job title, responsibility
US	Social Affection, acceptance, sense of belonging, friendship <i>Management Influence:</i> Stable group environment, facilities for interaction, permission to socialize
US	Safety Security, protection from physical harm <i>Management Influence:</i> Safe working conditions, job security, fringe benefit programme.
US	Physiological Survival, hunger, thirst <i>Management Influence:</i> Air conditioning, clear air, equitable pay.

At the lowest level are placed physical needs, the next higher level is that of safety and security needs, the next higher level is that of social needs, then Ego or Self-esteem needs appear at the 4th higher level, then come Self-expression or Self-realisation needs at the top of the hierarchy of needs.

(1) Physical Needs

Physical needs relate to physiological maintenance of the body. These are basic or primary needs present in all people, and must be satisfied to sustain life.

The elementary and essential physiological needs include food to satisfy hunger, water to quench thirst, oxygen to breathe.

When the basic physiological needs stand fulfilled, other physiological needs constituting the necessities of life like, clothing, shelter, sleep protection from elements, rest, exercise, sexual satisfaction, enliven in a man. Until these needs are reasonably satisfied, they are strong driving force.

In such a case, no other needs will serve as a basis for motivation. As Maslow states, "A person who is lacking food, safety, love and esteem would probably hunger for food more strongly than for anything else." Organisational factors that might satisfy physiological needs include enough pay to permit an employee to survive and working conditions that permit a healthy environment.

(2) *Safety and Security Needs*

With the reasonable satisfaction of physical needs, safety and security needs are the next higher level that begin to dominate—to motivate an individual.

These needs symbolise need for bodily protection against danger, threat etc. and also economic security, e.g., steady employment, provision for old age, insurance against risk, etc., so to say, not meeting the present needs alone, but wish to have assurance for the future as well.

For many people, this is a difficult need to satisfy. People who live in earthquake or hurricane zones, or in politically explosive areas, can never satisfy their needs for Safety and Security.

Safety needs include protection from physical harm, ill-health, economic disaster, and the unexpected. From a managerial standpoint, safety needs manifest themselves in attempts to ensure job security and to move toward greater financial support.

In the context of work situations, security needs in case of industrial employees may assume considerable importance.

Sometimes any arbitrary management actions and behaviour brings about misapprehensions, fears and uncertainty in the minds of the employees, with respect to their continued employment; these arbitrary actions in many cases do reflect favouritism or discrimination; further some abrupt unthought of changes in the administration of policies—all these can be potent motivators of the security needs in employment relationship every level, say, from worker to Vice-President.

(3) *Social Needs*

Social needs are related to the social nature of people and to their need for companionship. This level in the hierarchy is the point of departure from the physical or quasi-physical needs of the two previous levels. Non-satisfaction in this level of needs may affect the mental health of the individual. Organisational conditions that help to satisfy these needs include encouraging team building, providing supportive supervision practices and permitting co-workers the opportunity to interact socially on-the-job.

Industry is a complete social system. Man is essentially a social animal, rarely happy unless he has contact with other people.

According to expert studies, somewhere lying dormant in each man, there

techniques that could be profitably deployed for the satisfaction of 'Self-expression' or 'Self-realisation' needs.

Maslow's Hierarchy of Needs: Its Applicability

While bringing in practical use, Maslow's hierarchy of needs, perceptive managers shall have to take a situational or contingency approach to the application of Maslow's theory. What needs they must appeal to, will depend on the personality, wants and desires of individuals. All the same, managers must keep in mind that most people especially in a developed society, have needs that encompass the entire range of Maslow's hierarchy.

Most managers and non-managers believe that Maslow's needs hierarchy explanation of motivation is accurate, concise, and informative. There is, however, little evidence to support the claim of accuracy. In fact, there is some evidence available that fails to support a need hierarchy explanation.

The motivation quiz in Table 1 will help provide with some knowledge about present state of need satisfaction. Take a few minutes and determine which of Maslow's needs are the most and least satisfied. Why is a particular need unsatisfied at this point in your life?

ACHIEVEMENT MOTIVATION THEORY

David McClelland, a psychologist, has been studying the conditions under which people develop a motive to achieve, and its impact on behaviour. The term *achievement* is used to mean both a need and a motive. McClelland and his colleagues devised a way to measure the strength of a need and then looked for relationships between strength of needs in different societies, conditions that had fostered the needs, and the results of needs in work organisations.

Subjects were shown pictures and asked to make up stories about them, that is, to describe what was happening in the picture and what the probable outcome would be. McClelland assumed that what a person perceived and reported in the pictures (called the *Thematic Apperception Test* [TAT]) reflected her values, interests, and motives. McClelland stated, "If you want to find out what's on a person's mind, don't ask him, because he can't always tell you. Study his fantasies and dreams. If you do this over a period of time, you will discover the themes to which his mind returns again and again. And these themes can be used to explain his actions . . ."

From subjects' responses to a series of pictures, McClelland calculated scores for three human needs—need for achievement, need for affiliation, and need for power. The need for achievement was designated as *n Ach*. For example, one picture was of a boy holding a violin. Table 2 provides hypothetical stories prepared by a person who scored high on need for achievement and one who scored low on need for achievement.

Self-motivated need achievers like to set their own goals. Goals that they set are moderately difficult, but are not impossible to achieve. Also, those with high needs for achievement like to receive feedback on their performance.

The need for affiliation (*n Aff*) is the desire to work and to be with other

Motivation: Theories and their Applicability

TABLE 1
Motivation Quiz

Directions: The following statements have seven possible responses:

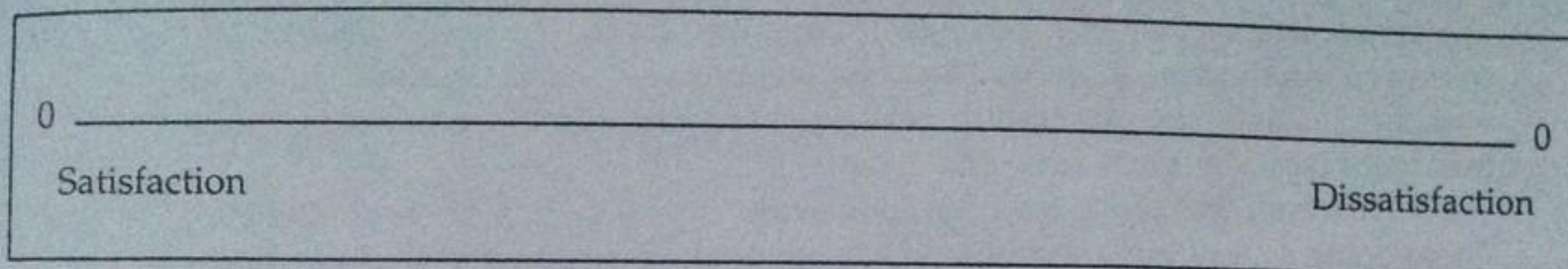
Strongly agree	Agree	Slightly agree	Don't know	Slightly disagree	Disagree	Strongly disagree
+3	+2	+1	0	-1	-2	-3

Please mark one of the seven responses by circling the number that fits your opinion. For example, if you "Strongly agree", circle the number "+3". Complete every item.

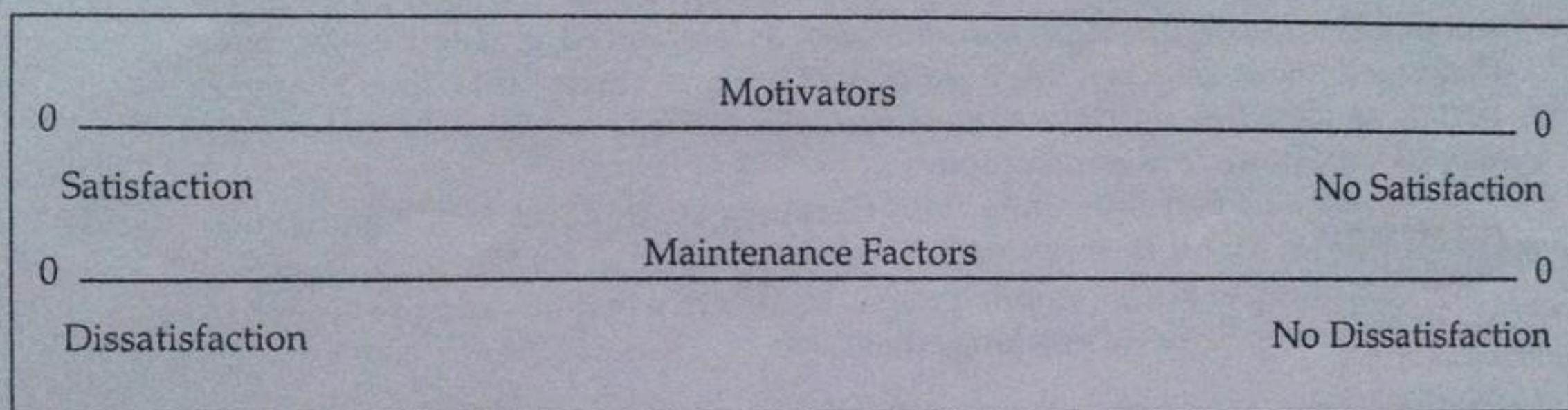
1. Special wage increases should be given to employees who do their jobs very well.	+3+2+1 0-1-2-3
2. Better job descriptions would help employees to know exactly what is expected of them.	+3+2+1 0-1-2-3
3. Employees need to be reminded that their jobs are dependent on the companies ability to compete effectively.	+3+2+1 0-1-2-3
4. A Supervisor should give a good deal of attention to the physical working conditions of his employees.	+3+2+1 0-1-2-3
5. The Supervisor ought to strive to develop a friendly working atmosphere among her people.	+3+2+1 0-1-2-3
6. Individual recognition for above-standard performance means a lot to employees.	+3+2+1 0-1-2-3
7. Indifferent supervision can often bruise feelings	+3+2+1 0-1-2-3
8. Employees want to feel that their real skills and capacities are put to use on their jobs.	+3+2+1 0-1-2-3
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs	+3+2+1 0-1-2-3
10. Almost every job can be made more stimulating and challenging.	+3+2+1 0-1-2-3
11. Many employees want to give their best in everything they do.	+3+2+1 0-1-2-3
12. Management could show more interest in the employees by sponsoring after hours social events.	+3+2+1 0-1-2-3
13. Pride in one's work is actually an important reward.	+3+2+1 0-1-2-3
14. Employees want to be able to think of themselves as the best at their own jobs	+3+2+1 0-1-2-3
15. The quality of the relationships in the informal work group is quite important	+3+2+1 0-1-2-3
16. Individual incentive bonuses would improve the performance of employees.	+3+2+1 0-1-2-3
17. Visibility with upper management is important to employees.	+3+2+1 0-1-2-3
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.	+3+2+1 0-1-2-3
19. Job security is important to employees.	+3+2+1 0-1-2-3
20. Having good equipment to work with is important to employees.	+3+2+1 0-1-2-3

Contrasting Views of Satisfaction-Dissatisfaction

Traditional View



Herzberg's Two-Factor View



(2) HERZBERG'S MOTIVATION—HYGIENE THEORY

Herzberg's motivation—Hygiene theory, named, as the "Two" Factor Theory", principally hinges on two kinds of factors—the 'motivators' and the 'Hygiene'.

This theory concentrates its attempt to examine the motives, that seem to have the strongest influence on behaviour at work.

The model of this theory was prepared by Frederick Herzberg and his associates in 1959.

This model came to be developed, as a result of the depth interview study consisting of an intensive analysis of the experiences and feelings of over 200 engineers and accountants representing 11 different companies in Pittsburgh area.

These interviews sought to describe sequence of events in their work lives, by respondents, when they felt "exceptionally happy", or "exceptionally unhappy" with their jobs. So to say, they were asked to rate the degree to which their feelings had been influenced—for better or worse, by each experience they described.

The Hygiene and Motivator Factors

As a result of this study, these came about into prominence two factors, classified as 'Hygiene' or 'Motivator'.

The Hygiene Factors

The study further indicated that the 'Hygiene' factors, responsible for the dissatisfaction of employees on their jobs could be accounted for as: the kind of personnel policies and their administration; the style of supervision received in doing the job; the nature of interpersonal relationships; physical working conditions that surround the job; the amount of salary that accrues to the individuals for doing their jobs; their status; job security and their personal lives.

These factors, according to Herzberg, can rightly be termed as preventives, that is to prevent job dissatisfaction. These factors must be present and satisfied before motivation can be activated, as otherwise motivation will not be very effective.

It was further observed by the study team, that these factors were only "dissatisfiers", and not 'motivators'. In other words, they exist in a work environment, in high quantity and quality, they yield no dissatisfaction. Their existence does not motivate in the sense of yielding satisfaction, their lack of existence would however, result in dissatisfaction.

Because, these factors, support people's mental health, so they are named as 'Hygiene' factors, according to the study team.

These factors, however, do not motivate greater productivity, they added.

The 'Motivator' Factors

Coming to the motivator factors, the study results showed that people are motivated to work only when job satisfactors or motivators are present in the work situation.

These motivators—all related to job content, comprise of:

- (i) the nature of the work itself, that is, challenging work;
- (ii) the achievement, as a result of successfully completing an important task;
- (iii) responsibility at work;
- (iv) recognition of work;
- (v) opportunity for advancement or changing status through promotion; and
- (vi) environment in which the job is done.

It was observed that their existence will yield feelings of satisfaction.

These factors came to be named as 'motivators, because results indicate, they are necessary for improvement in performance a fair day's work.

Herzberg's studies reiterated, that it is 'Hygiene' factors that affect, job dissatisfaction and 'motivator' factors that affect job satisfaction.

Significance of 'Hygiene' Factors

The 'Hygiene' factors meet man's needs to avoid unpleasantness.

Men's feelings, which influence job attitudes, for example, indifferent sort of treatment to them, or any dissatisfaction on account of their meagre salary, or

any inter-personal relationships—all causes for unpleasantness at his job, make a man feel upset and uncomfortable.

People want their lives to be hygienically clean.

Their Applicability

It is very much desired on the part of the management that they must pay proper attention to their people's 'Hygienic' needs, otherwise this is most likely to lead to an unsatisfied and unhappy lot, with the unthought of evil consequences that will follow. Management should however, try to provide reasonably good benefits but should not try to look everything in terms of 'Hygienic' needs.

Significance of 'Motivator' Factors

The 'motivator' factors make people happy with their jobs, because they serve man's basic and human needs for psychological growth—a need to become more competent.

Their Applicability

Newer thinking, as a result of a host of new research and literature, by the modern managements, have led to the common theme of emphasising the motivator needs of their men.

The managements, as a step forward, need to find out effective instruments to become creative in discovering ways to meet the motivation needs of their people.

Great emphasis is laid on the need for a goal of industry, which should emphasise on the optimum utilisation of their men's potentialities, leading to expansion of productivity and profitability both for the organisation and its employees.

While finding it sound and relying on this theory of motivation, it becomes highly important for the managers that they must give considerable attention to upgrading job content, in the best possible manner as they can. Herzberg's motivation—Hygiene theory is appealing, because it is simple and has been excessively tested.

Herzberg's theory of motivation has generated quite a bit of controversy. Three main criticisms have been directed at it and its accompanying research. Doubts have been raised about the Herzberg methodology (his use of the structured interview to collect information). Other researchers have used other methods and have failed to replicate his findings. Thus, there is a possibility that his results may have been influenced by the method used to collect the information.

Some claim that the two sets of job factors uncovered by Herzberg are not independent. Some individuals are motivated by salary, while other individuals are not at all motivated by advancement opportunities. In fact, some individuals perceive advancement as something to avoid. Sex differences also have been found. Some female workers report that interpersonal relations are important motivators.

A third criticism is that Herzberg proposed a theory of motivation based on the responses of engineers and accountants. Can such a theory be generalised on non-professionals and less-educated employees? Any theory based on such a limited sample, engineers and accountants, should be considered cautiously.

Despite some criticisms, Herzberg's theory of motivation has stimulated discussion and further research into motivation. Herzberg has looked at and discussed motivation in terms that managers understand. He has done so without loading his discussion with the psychological terminology that managers typically gloss over and ignore.

However, Herzberg and his associates' research has been challenged. Those doing so, say, the questioning methods as deployed by the study team for seeking information from the respondents do tend to prejudice results. It is a general tendency with people to commend good results to their own efforts and to blame others for poor results. While relying on this worldly belief, no wonder, Herzberg's findings could be taken as prejudiced, and those who have challenged these findings, may be correct in their belief that the 'Hygiene' factors, as classified by Herzberg could really serve so adequately as to bring about satisfaction or dissatisfaction.

Those who feel differently with Herzberg on this two factor motivation theory, believe that it is very much 'Personality' that motivates individuals.

According to Myers, nothing else is so effective in motivating people than the 'Supervisory Style' of working, that:

- (1) helps to create an agreeable climate and provide satisfactory conditions to stimulate motivation (through well-thought of systematic planning and organisation of work); and
- (2) adopts measures to satisfy maintenance (another name for Hygiene needs) needs, being impartial, fair and friendly and by keeping his people well informed about the company's plans and their working.

A number of research studies have been carried out in India, with varying results, differing with Herzberg's theory.

All the same, should be recognised that this theory is of significant importance, concerned as it is with the various types of needs, which motivate individuals, and their varied impact on satisfaction in organisational settings.

It provides valuable guidelines for structuring the jobs and making job assignments, interesting and challenging and helps dealing with problems of selection, supervision, mental health and participation effectively.

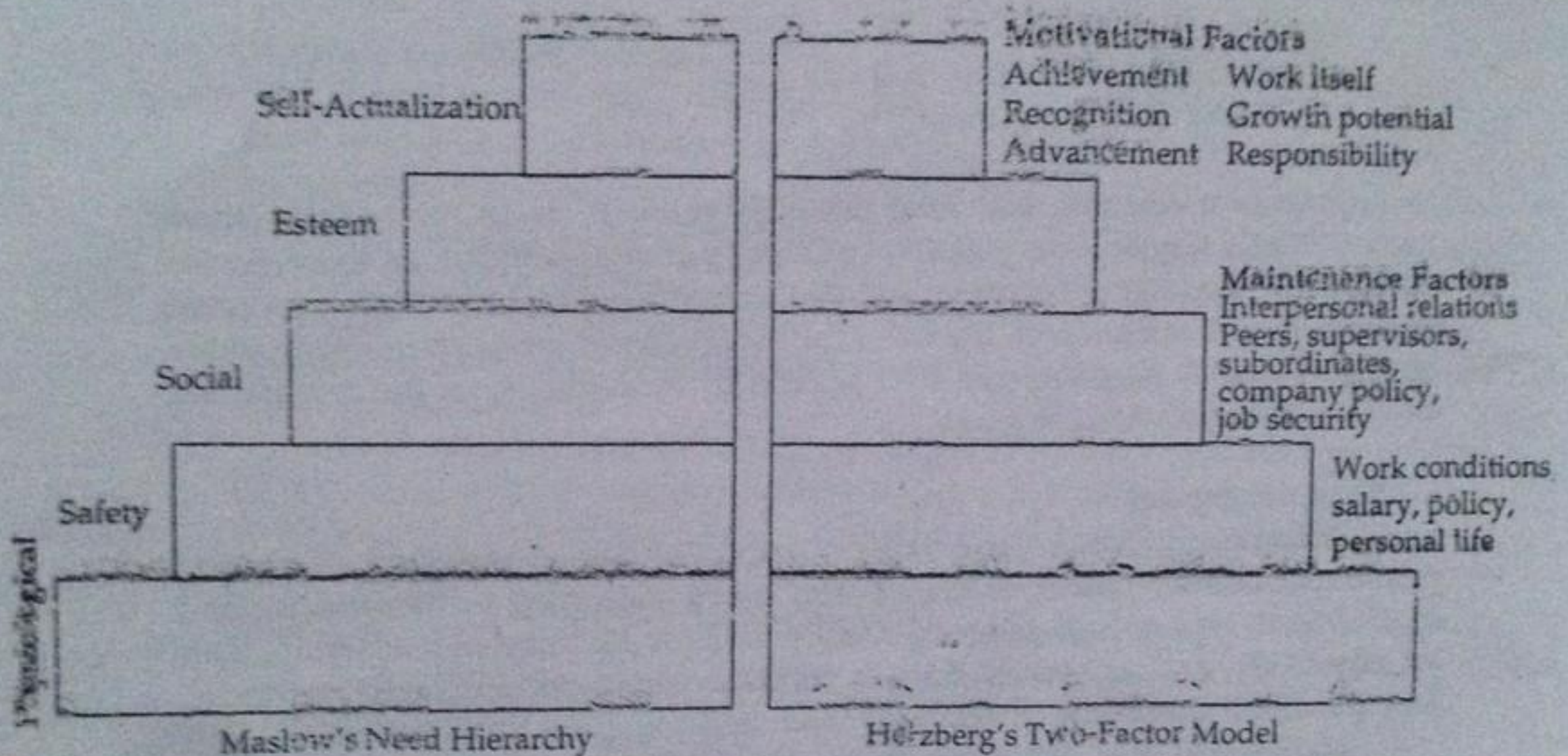
Comparison of Herzberg's Motivation—Hygiene Theory and Maslow's Needs Hierarchy Theory

Maslow and Herzberg: Similarities

There is much similarity between Herzberg's and Maslow's models. A close examination of Herzberg's ideas indicates that what he actually was saying is that some employees may have achieved a level of social and

economic progress to our society such that the higher-level needs of Maslow (esteem and self-actualisation) are the primary motivators. However, these employees still must satisfy their lower-level needs to maintain their present state. Thus, money might still be a motivator for non-management workers (particularly those at a minimum wage level) and for some managerial employees. Herzberg's model adds to the need hierarchy model because it distinguishes between the two groups of motivational and maintenance factors and points out that the motivational factors often are derived from the job itself. Following figure compares the two models.

Comparison of the Maslow and Herzberg Models



Herzberg's Motivation

Hygiene theory seems to be closely related to Maslow's needs hierarchy theory, with the need approach, of course, considerably modified. Herzberg's research concentrates on finding a two-factor explanation of motivation.

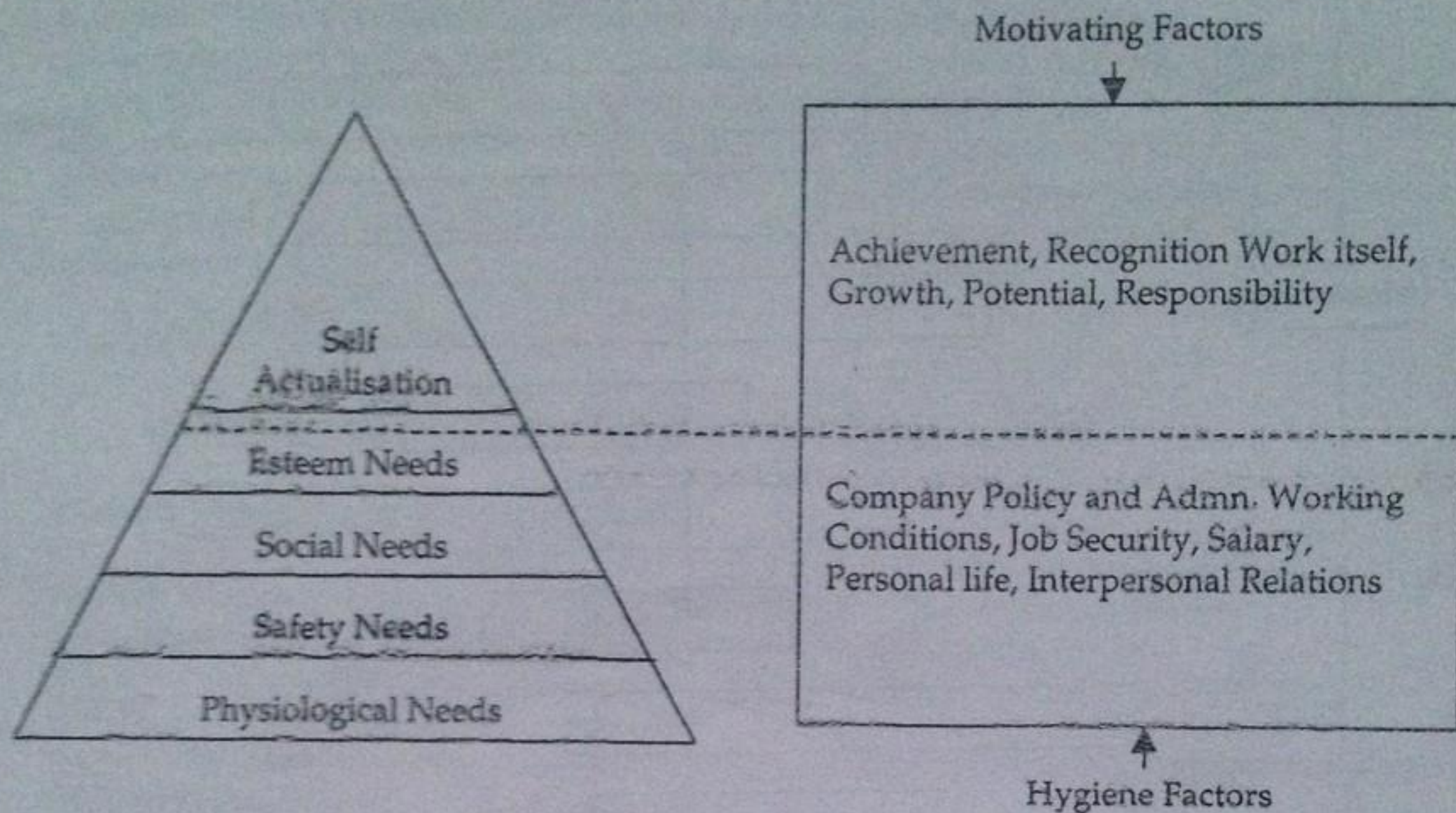
Maslow's theory assumes that any need can be a motivator, if it is relatively unsatisfied, whereas Herzberg reasons out that only the high level needs serve as motivators and that a worker can have unsatisfied needs in both, the 'hygiene' and 'motivating' areas at one and the same time.

According to Maslow's theory, saying that higher level needs are motivators as reasoned out by Herzberg, it is obvious that lower level needs have essentially been satisfied.

Limitations

1. Finding inconsistent with previous research.

Comparison between Maslow's and Herzberg's Models



2. Ignores situation variables.
3. Correlation between satisfaction and productivity is not established, but only assumed.

However, Herzberg supports his reasonings with the evidence that even in relatively lower level blue collar and service jobs; where presumably lower level needs are less well-satisfied, the higher level needs are still the only ones experienced by the workers as motivators.

While examining both the views, as held by Maslow's need hierarchy model and that of Herzberg's motivation—Hygiene model, it seems apparent that neither model adequately presents solution to the problem of some kind of relationship by which individual need satisfaction can have an effective bearing on the achievement of organisational objectives.

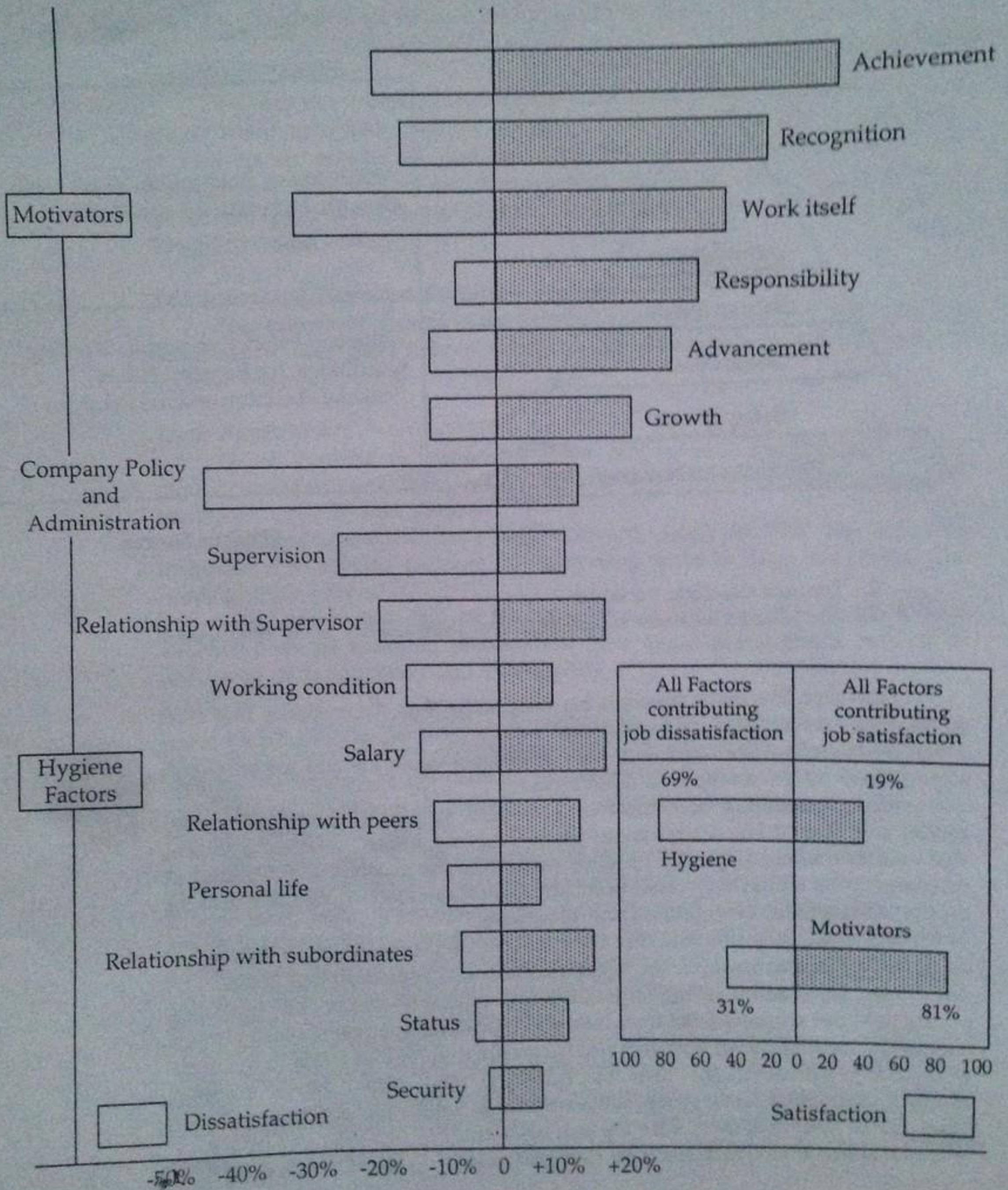
It is absolutely possible that there can be need satisfaction, which is not necessarily directed towards the accomplishment of organisational goals.

Say, for example, an organisational objective might be increased production, but workers from their own need satisfaction angle of vision, might take to the turning out of a higher quality product, though at a loss in quantity.

The workers might also be fulfilling their social needs through identification with a work group, whoever stands united and strong to fight for the cause of their members with the management.

In ultimate analysis, we thus find that neither of these theories, as they

Two-Factor Theory of Motivation by Herzberg. Comparison between Motivators (Satisfiers) and Hygiene Factors (Dissatisfiers)



stand can really find solution to the problem of individual differences in motivation.

(3) McCLELLAND/ATKINSON NEEDS THEORY OF MOTIVATION

David C. McClelland of Harvard University and his associate J.W. Atkinson, in their research studies have contributed to the understanding of motivation, by identifying three types of basic motivating needs. These needs have been classified as:

- (1) Need for Power,
- (2) Need for Affiliation, and
- (3) Need for Achievement.

Extensive research has been done to validate, as to how—these three types of needs matter with people—so important and essential, as these are for the efficient working of an organisational enterprise. The research has devoted more particular attention to the need for achievement, because in every sector of organisational working, we find groups of individuals, in their combined efforts, striving to achieve goals.

(1) Need for Power

According to McClelland and his associate, it is characteristic of people, with high need for power, to always feel much concerned for dominance and control. Such type of individuals generally look for positions of leadership, they act effectively, are outspoken, have a stubborn character, and exert authority, they possess a moralistic or teaching tone, and are good public speakers.

McClelland has identified this crase for power in individuals varies intensity. Need for power has the following characteristics.

- ☐ Like to be in a position to order others and demand obedience.
- ☐ Excells in position with status and prestige.
- ☐ Perform better where delegation of authority exist.

Other aspects of power and how does it influence individual behaviour are beautifully explained by Mary Parker Follet in her treatise on power-on-behaviour and power-over-behaviour. Need for power is closely linked with authoritarianism in personality.

(2) Need for Affiliation

People with a high need for affiliation, usually feel hilarious, when being loved; they feel happy when being accepted by a social group. It is very much in their trait as individuals, to establish and maintain social relationships, cultivate friendship and 'intimacy', be ever prepared to help others in trouble and take pleasure in mixing up with people.

Following are the characteristics:

- ☐ Desire to like and be liked.
- ☐ Enjoy company and friendship.
- ☐ Prefer cooperative situation.
- ☐ Excels group task.
- ☐ Star attraction in gathering.
- ☐ Leadership qualities.

This need is closely associated to "social-type" of personality who are sociable, friendly, cooperative and understanding. Persons with high motivation for power and for affiliation have better chances of becoming good managers.

(3) Need for Achievement

People with a high need for achievement, always feel ambitious to be successful; ever prepared to face challenging situations; set arduous goals for themselves, but within their possible reach; they are prone to take calculated risks; have a high sense of their personal responsibility in getting jobs done; how far, and to what extent, they have progressed, they would always like to know; they feel inclined to put in longer hours of work; failures never dishearten them; and they are always ready to put in their best efforts for excellent performance.

Psychologists have identified two types of personality. First type believes he is the master of his fate; second type believes that man is a pawn of fate. First is called the Internals and second is called Externals. This is called Locus of control in psychology. Internals are motivated to achieve their objectives. Such people have the following characteristics.

- ☐ Compelling drive to achieve results more than rewards
- ☐ Take up job which is challenging.
- ☐ Seek situation to assume personal responsibility in solving problems and getting immediate feedback on their performance.
- ☐ They do not gamble or take up easy jobs because these have no challenges.
- ☐ They like to set objectives/goals which requires hard work, individual competence and initiative.
- ☐ They, love Risk—calculated risk give them the kind of thrill.

High achievers can excel as entrepreneurs. It is not necessary that they are good managers, because they are interested more in their own work and not in influencing others.

How to Motivate Need for Achievement?

McClelland's/Atkinson's research findings go to show, that the training in achievement drive, can be successfully imparted to people with varying patterns of behaviour.

While experimenting with people from U.S.A., Italy, Poland and India, McClelland discovered that invariably in all cases, training programmes were successful in the enhancement of individual need for achievement.

These programmes particularly involved prestige points, bringing about effectively any behavioural changes, bringing home to the trainees, the ways and means how high needs can be achieved and by inculcating in them the high spirit of sharing of experience with their fellow members of the social group.

Apparently this theory suggests the worthwhile construct for understanding work-related motivation and employee attitudes.

Research supporting McClelland/Atkinson theory, is strongly positive. This theory holds great promise, for further research, according to exports.

(4) EXPECTANCY THEORY OF MOTIVATION

Vroom's Valence—Expectancy Theory

The theory of motivation developed by Victor H. Vroom expands on the work of Maslow and Herzberg. Vroom's expectancy theory views motivation as a process governing choices. Thus, an individual who has a particular goal must practice a certain behaviour to achieve it. She will weigh the likelihood that various behaviours will achieve the desired goal, and if a certain behaviour seems to be more successful than others, that behaviour likely will be the one the goal-seeker selects.

Starting with Bray Field and Crockett as back as 1955, who suggested an explicit theoretical linkage between satisfaction, motivation and organisational goal of productivity, Victor H. Vroom, as a follow up, developed a newer 'expectancy' theory of motivation in 1964, which, so to say, is an extension to above concepts, and is also related to earlier works of experimental and social psychologists, like Atkinson, *et al.*, and Edwards and Peak, Rosenberg and Fishbein respectively.

Vroom's theory in certain essential aspects is more complicated than Maslow's 'Hierarchy of Needs' theory, or Herzberg's 'Motivation-Hygiene' theory as discussed earlier.

Based on the philosophical belief, that people act 'to increase pleasure, reduce pain', it is in line with the thinking of contemporary psychologists and industrial sociologists, and is considered as the best yet developed for the organisational use.

Vroom has drawn heavily on the work of the great social psychologist Kurt Lewin.

Vroom's 'Expectancy' Theory Model

Vroom's 'expectancy' theory model, fundamentally explains motivation, as something, holding great potential for understanding and practice in organisations.

This theory model also emphasises, individual differences in motivation and makes possible the examination of very explicit relationships between motivation and the accomplishment of organisational goals, whatever these