

Motivation can be defined as "*the extent to which persistent effort is directed toward a goal*"

- **Effort:** The first aspect of motivation refers to the amount of effort being applied to the job. This effort must be defined in relation to ~~its appropriateness to~~ the objectives being pursued. One may, for example, apply tremendous effort to inappropriate tasks that do not contribute to the achievement of the stated goals.
- **Persistence:** The second characteristic relates to the willingness of the individual to stay with a task until it is complete. For example, an important task that gets accomplished with effort but allows the person to rest on their laurels for an extended period does not display persistence.
- **Direction:** Is the effort directed towards the organization's goals or related to the individual's self-interest? Direction is ~~therefore~~ measured in terms of how persistent effort is applied in relation to the goals being pursued.
- **Goals:** There are two different kinds of goals being pursued simultaneously. They are individual goals and organizational goals which may produce quite different results if they are not compatible.

People may be motivated by factors in the external environment such as pay, supervision, benefits, and job perks. This is referred to as *extrinsic motivation*. They may also be motivated by the relationship between the worker and the task. This type of motivation is called *intrinsic motivation*.

### Maslow's Hierarchy of Needs

Abraham Maslow developed a theory that humans have five sets of needs that are arranged in a hierarchy. According to Maslow, "once a lower-level need has been largely satisfied, its impact on behavior diminishes" These needs are as follows:

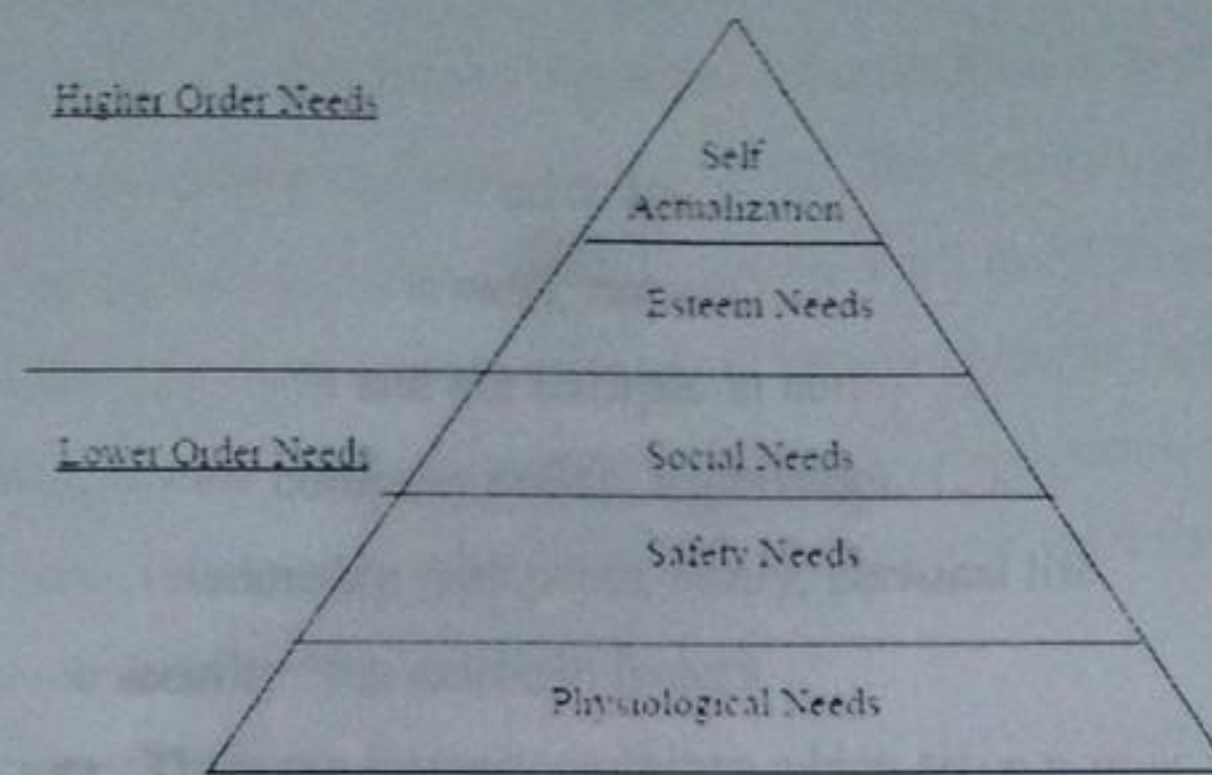
1. **Physiological needs:** These include the need for food, water, shelter, clothing and money. Until an individual has access to these necessities, there can be no further progress. These needs are very basic, and for the most part, society and our social network have ensured that they are present. Intrinsic values include personal comfort and satisfaction, while the extrinsic values are most often provided by the organization, the community, or society.
2. **Safety needs:** These include security, stability, and a structured environment. Here, the individual expects and pursues job security, a comfortable work environment,



pension and insurance plans,] and freedom to organize in order to ensure continuation of these benefits. Individual's main objective is to ensure that benefits are protected or employment needs are being met rather than contributing to long-term organizational goals. Again, [we see a dependence on the external environment to provide these supports. Personal motivation may include the peace of mind] that can be provided as a result of these needs being secured.

3. *Relationship needs*: Relationship needs include socialization, affection, love companionship, and friendship. The individual at this level participates for personal or intrinsic rewards]. Since no person can live for extended periods without interaction with other people, the individual may be drawn to participate simply to fulfill this need. [Organizations that provide these opportunities include social clubs, singles clubs, seniors clubs and service clubs, depending on the level of personal need.
4. *Esteem needs*: These include feelings of adequacy, competence, independence, confidence, appreciation, and recognition by others. Again, the individual is driven more by internal or intrinsic needs]. The external environment is needed more to provide recognition than to provide material rewards. At this point, the intrinsic value is more important] than that which can be provided by outside influences. [The ego seems to take over here and the need is to ensure that it is satisfied.]
5. *Self-actualization*: Why does the successful business person need to pursue further wealth when they have already accumulated more than they will ever need? The answer may lie in the fact that motivation is more internal and therefore, even more individualistic. Different people have different ideas about what they need to achieve in order to obtain true happiness. For the wealthy person, money may no longer be the motivator, it may now be a need to exercise power or the adventure and-adrenalin <sup>drawn</sup> rush-created as a result of playing "high stakes games". This becomes the intrinsic motivation. People who pursue self-actualization are more accepting of reality, themselves, and others.] Organizational requirements may include the opportunity for creativity and growth. Frequently, individuals aspiring to this level often operate outside existing organizations and instead build their own structures to suit their individual needs.





### McClelland's Theory of Needs

McClelland's Need Theory explores the idea that there are three major "needs" that one will acquire over their lifetime as a result of the experiences in their careers or in their own personal lives therefore, does not see motivation as hierarchical. He does not address the issue of growth, but has been more concerned with the behavioural consequences of need. The three areas of need he has identified include the need for *achievement*, the need for *affiliation*, and the need for *power*.

1. *Need for achievement*: Individuals in this category have a strong desire to perform challenging tasks well. They have a preference for situations where personal responsibility can be taken for successful outcomes. The goals they set provide for moderate and calculated risk, and the individual seeks performance feedback to allow for modification and to ensure success.
2. *Need for affiliation*: People in this category display a need to establish and maintain friendly, compatible relationships. They have a need to like other people and want others to like them. They have an ability to create social networks that will result in meeting these needs.
3. *Need for power*: People in this category have a strong need to have influence over others. They wish to make a significant impact and impression on those with whom they come in contact. This need for power corresponds in many ways to Maslow's esteem needs where power is used to get attention or to build personal prestige.

McClelland contends that people will be motivated to seek out and perform well in jobs that match their needs. These needs may include either of the three categories identified above.



## Herzberg's Two-Factor Theory

It divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. According to Frederick Herzberg, "the motivating factors are the six 'job content' factors that include *achievement, recognition, work itself, responsibility, advancement, and possibility of growth* and are intrinsic in nature. Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security "the extrinsic factors.

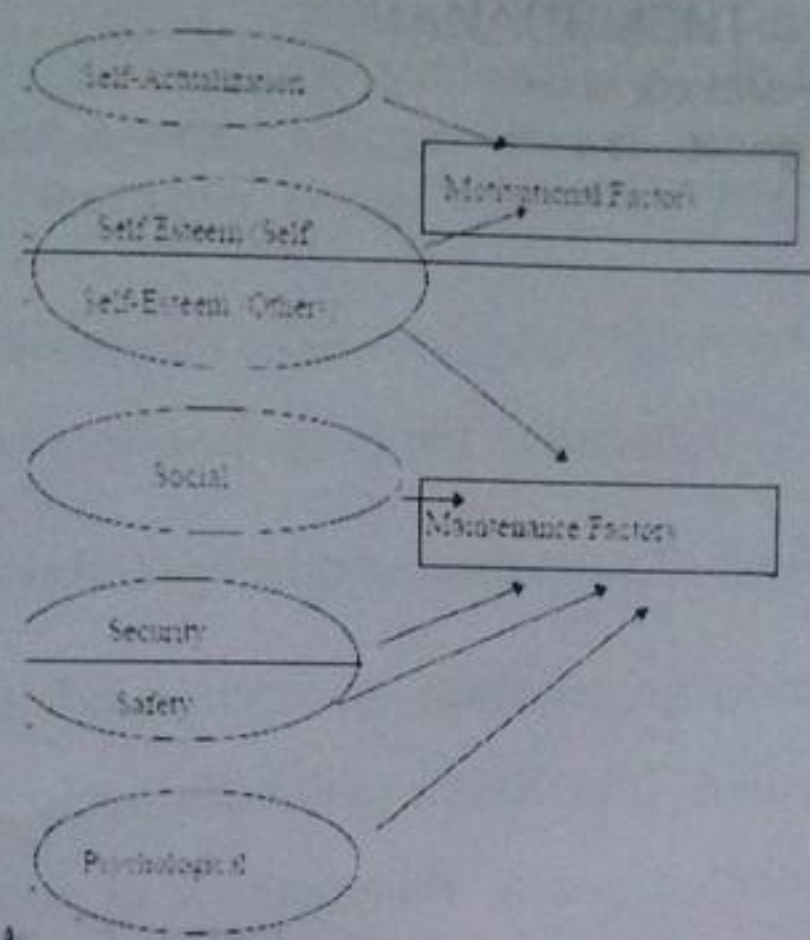
1. *Maintenance factors.* There are factors/conditions which serve primarily as dissatisfiers to workers when they are not present. Herzberg called these factors the Maintenance Factors. The presence of Maintenance Factors does not result in strong motivation. Rather, it is the absence of these factors which leads to dissatisfaction. In other words, the factors are <sup>not</sup> ~~more~~ potent as dissatisfiers when they are absent than they are as motivators when they are present. (*job context, extrinsic, hygiene*)
2. *Motivational factors.* Herzberg also identified a second set of factors that lead to high levels of motivation and job satisfaction when they are present, but which do not prove to be highly dissatisfying if they are absent. Herzberg named these factors Motivational Factors. (*job content*)

Thus, Herzberg found that the opposite of job "satisfaction" is not "dissatisfaction" but "no satisfaction."

FACTOR TYPE	ABSENCE OF FACTOR	PRESENCE OF FACTOR
Maintenance Factors	Dissatisfaction	No dissatisfaction
Motivational Factors	No satisfaction	Satisfaction

Herzberg's work has led to interest in job enrichment that attempts to restructure the job to increase the worker's job satisfaction. Herzberg's theory implies that if leaders focus on Maintenance Factors, motivation will not occur. Motivation must be built into the job itself in order to improve motivation.





### Method of Motivation

Motivating subordinates to do their jobs well is a major task for any leader. Motivation gives the people the will to do what must be done to accomplish the goal. You can motivate your subordinates by serving as the ethical standard bearer, developing cohesive teams, properly using rewards and punishments, recognizing and satisfying needs, and by serving as positive role models.

We gain a deeper understanding of motivation through the concepts of equity, expectancy, goal setting and job redesign and how they apply to a situation. These concepts give us a better insight into why people may or may not react when you attempt to motivate them

Motivating people is an art



manner. It is a psychological phenomenon which arises from the felt needs and wants of people. It causes goal directed behaviour.

**"Motivation is a psychological phenomenon". Explain.**

Motivation is the process of stimulating people to action to accomplish desired goals. It involves arousing needs and desires in people to initiate and direct their behaviour in a purposive manner. Motivation is a psychological phenomenon because it arises from the feeling of needs and wants of individuals. It cannot be seen but inferred from the behaviour of people. It causes goal directed behaviour.

**Explain the 'motivation', Why is it important to motivate employees in an term organisation?**

**OR**

**What is motivation? Explain its importance in management.**

**Meaning of Motivation**

The term motivation is derived from the Latin word 'motive' which means to move. <sup>precisely</sup> Motivation may be defined as the force that encourages people to act in a particular direction. According to McFarland, "motivation refers to the way in which urges, desires, aspirations, strivings and needs direct, control or explain the behaviour of human beings. Motivation is a psychological phenomenon and it causes goal directed behaviour. Thus, motivation means the act of inspiring subordinates to work hard and to achieve the goals of the organisation.)

<sup>Need for</sup>  
**[Importance of Motivation]**

Motivation contributes a great deal to the success of an organisation. Its main advantages are as follows:

1. *Improves the efficiency of work performance:* Motivation enables people to work with zeal and enthusiasm. Performance of employees depends not only on their abilities but also on their willingness to achieve a high level of performance. Motivation bridges the gap between the ability to work and willingness to work. It helps employees to work



plans of the enterprise.

In short, it can be said that the policies and programmes of a business can succeed with the sustained work and watchful eyes of the supervisors. No organisation can be successful unless its goals, policies and programmes are accomplished through the activities of workers and these activities are guided and controlled through supervision. (1)

### ✓ MEANING OF MOTIVATION

Human beings have endless needs or motives. These motives energize, direct and determine the intensity of <sup>their</sup> behaviour. They <sup>as motives</sup> impel a person to do some action. This impulsion is also known as drive. This 'drive' is the inner force that propels behaviour <sup>of a person</sup> in a particular direction. People undertake actions to fulfil their needs or motives. The managers have to infer from the <sup>outer</sup> overt behaviour of the subordinates what their motives are or what motivates them.

The concept of motivation is mainly psychological. It relates to those internal forces of an individual that impel him to act or not to act in certain ways. As stated earlier, human beings have endless needs. They attach priorities to their needs. Managers diagnose their urgent needs and assure to fulfil them if they conform their behaviour to the requirements of the organisation.

In order to have a thorough grasp of this meaning of the concept of motivation, let us go through the following definition:

**Briefly explain the meaning of motivation.**

Or

**Define motivation.**

According to W.G. Scott, "motivation means a process of stimulating people to action to accomplish desired goals". Motivation involves arousing the needs and desires of people to initiate and direct their behaviour in a purposive



wholeheartedly to increase the overall efficiency and output. Thus, motivation helps in increasing productivity, reducing the cost of operations, and securing overall efficiency.

2. *Facilitates accomplishment of organisational goals:* Management can accomplish the organisational goals effectively by motivating employees to contribute their best efforts towards the fulfilment of the assigned tasks. A proper system of motivation increases the self confidence and job satisfaction of employees. It directs their behaviour towards the desired objectives. With the help of motivation, the management can secure the willing cooperation of employees towards the accomplishment of organisational goals.

3. *Sets in motion the actions of people:* In every organisation there are physical, financial and human resources. The utilisation of physical and financial resources depends on the ability and willingness of people to work. Motivation puts human resources into action. It builds the will to work among employees and enables the management to secure the best possible utilisation of all the resources.

4. *Creates friendly and supportive relationship:* Motivation brings about employee satisfaction through monetary rewards, recognition of efficient work and opportunities for promotion. Therefore, it leads to friendly and cordial relations between employer and employees. As a result, industrial disputes are reduced and employee morale is high. Effective motivation helps management to overcome resistance to change. Motivated employees support all changes that are in the interest of the organisation because they believe that prosperity of the enterprise will facilitate their own advancement.

5. *Leads to stability in the workforce:* Motivation creates confidence in the employees and secures their loyalty to the organisation. Motivated employees stay in the organisation and are less frequently absent from



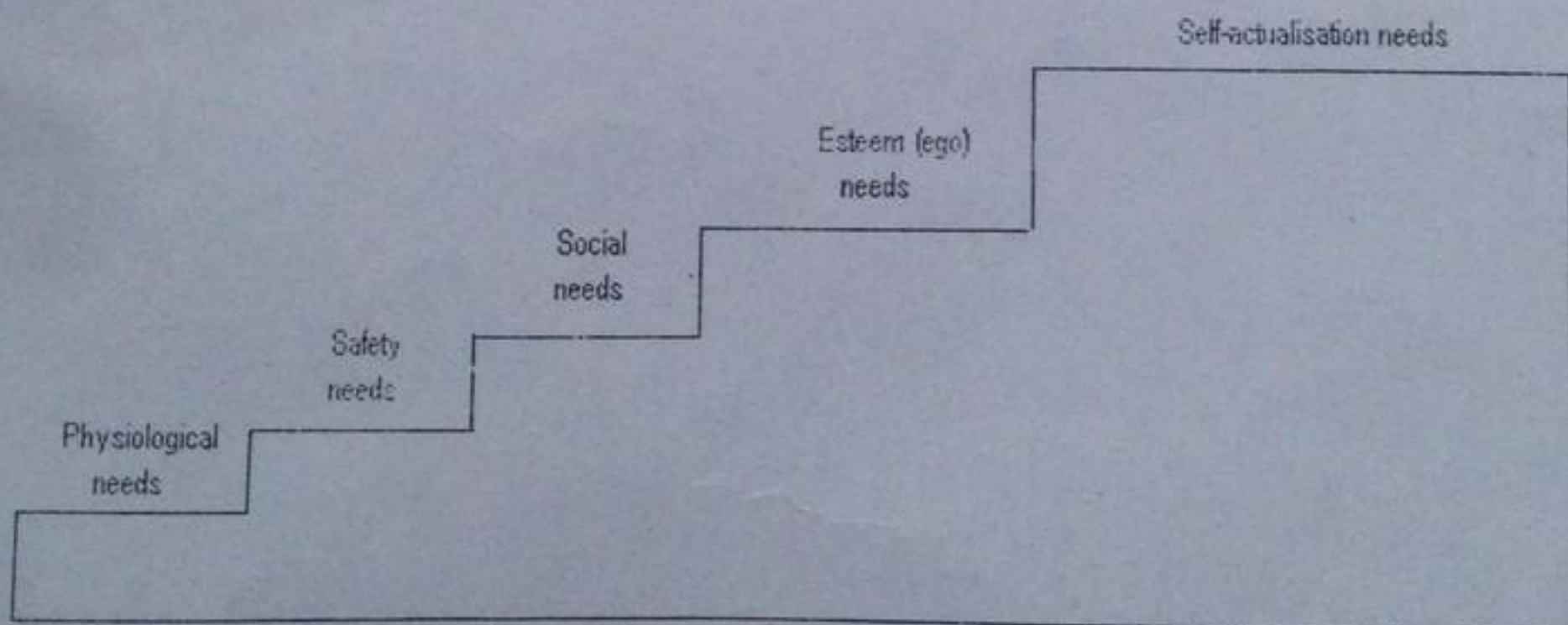
work. The rates of labour turnover and absenteeism are reduced. This results in maintaining a stable workforce. The skills and experience of employees continue to be available to the organisation. The enterprise builds a better image and is able to attract qualified and competent people.

### What do you mean by Hierarchy of Needs?

Hierarchy of needs means the systematic arrangement of human needs in order of their importance. Abraham H. Maslow an American psychologist has arranged all human needs into five categories according to their significance. This arrangement is known as Hierarchy of Needs.

### Explain Maslow's Hierarchy of Human Needs?

In order to motivate employees, management must have knowledge of various types of human needs and the incentives which may be used to satisfy these needs. Abraham H. Maslow, an American psychologist has classified all human needs into five categories. He has arranged these needs systematically in order of their importance or priority. This arrangement is called Hierarchy of Needs. It is given below:



- (i) *Physiological needs:* These needs are essential for human survival and include need for food, water, air, shelter, sleep, rest, etc.