MOTIVATION

Motivation: The word 'Motivation' has been derived from the word 'motive' which means any idea, need or emotion that prompts a man into action. Whatever may be the behaviour of a man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned.

Dubin has defined motivation as "the complex of forces starting and keeping the person at work in an organisation. Motivation is something that moves the person to action, and continues him in the course of action already initiated". Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organisational objectives. The role of motivation is to develop and intensify the desire in every member of the organisation to work effectively and efficiently in his position.

Why Motivation

Motivation is highly important for every company due to the benefits that it is able to bring. Such benefits include:

a) A company can achieve its fullest potential only by making use of all the financial, physical and human resources that it has. It is through these resources that the employees get motivated to accomplish their duties. This way, the enterprise begins to glisten as everyone is doing their best to fulfill their tasks.

b) Motivation can facilitate a worker reaching his/her personal goals and can facilitate the self-development of an individual.

c) It gives greater employee satisfaction through incentives, promotion opportunities monetary and non-monetary rewards and can lead towards progress.

d) An employee's efficiency level is not strictly related to his abilities and qualifications. In order to get the very best results, an employee

needs to have a perfect balance between ability and willingness. Such balance can lead to an increase of productivity, lower operational costs and an overall improvement in efficiency and can be achieved through motivation

Greater employee's productivity is one of the basic elements that will get your business to the top. That is why employee's motivation is so important.

Factors affecting Motivation

(a) Factors leading primarily towards motivation.

1. Achievement:- Personal satisfaction in job completion and problem solving.
2. Advancement:- Promotion to the higher job/level.
3. Growth:- Learning new skills which will offer greater possibility of advancement.
4. Recognition:- Acknowledgement of a job done well.
5. Responsibility: and authority in relation to ones job.
6. Work itself:- Actual job content and its positive or negative effect on the worker.

(b) Factors leading primarily towards dissatisfaction.

1. Company policy and administration:- Feeling about the inadequacy of company organisation and management, policies and procedures.
2. Job security:- Tenure, company stability or instability.

3. Interpersonal Relations :- Relations with supervisors, sub-ordinates and peers.
4. Salary :- Pay and fringe benefits
5. Status : eg size of office, private secretary, air conditioner etc.
6. Supervision : competency and technical ability of supervision.
7. Physical environment associated with the job.

Maslow's Need Hierarchy model

OR

Maslow's Hierarchy of Needs

It is generally not easy to say which of man's needs are important at a particular time and place. But psychologists found that, when basic needs are satisfied, a person seeks the satisfaction of higher needs. Prof: Abraham Maslow was the pioneer in the theorey of hierarchy of motivation. According to Maslow, needs are organised in a series of levels, called hierarchy of needs. The hierarchies has also the priorities. These needs are classified under five catagories. They are physiological, safety, social, esteem and self actualization. Needs according to Maslow have a definite sequence of dominations, that is, unless the needs of the lower order are reasonably satisfied, those of the higher order do not dominate. They are illustrated in the following fig.

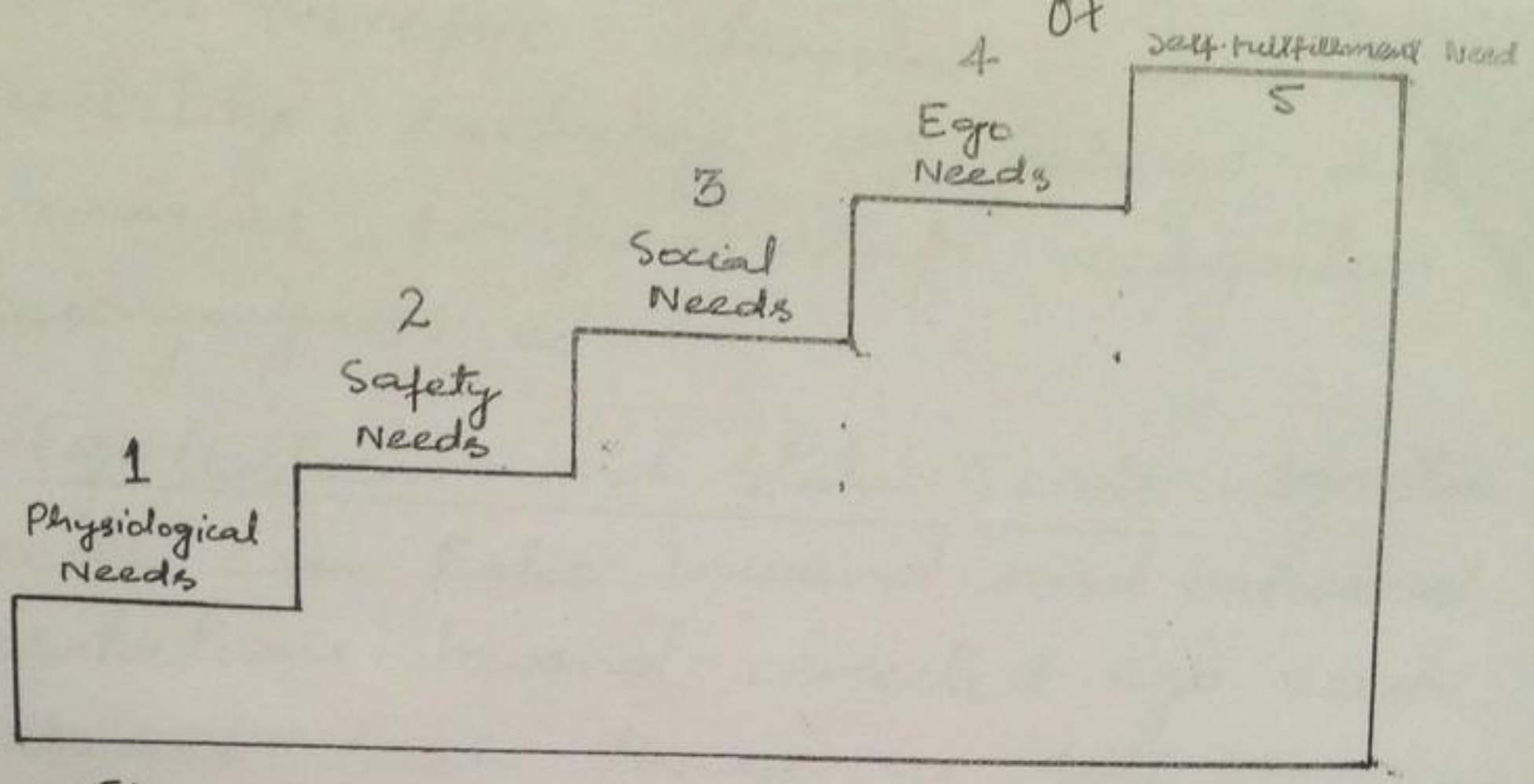

Fig: Maslow's Need Hierarchy

1. Basic physiological needs :- The needs that are taken as the starting point for motivation theorey 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 necessaries 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, personal bodily security, security of source of income, provision for old age, insurance against risks etc.

3. Social Needs:- Man is a social being

He is, therefore, interested in conversability, exchange of feelings and experiences, companionship, recognition, belongingness etc.

4. Ego (Esteem and Status) 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 hard work. 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 organisation or control over economic social and political power.

5. Self-Fulfilment Needs :- The final step under the need priority model is the need for self fulfilment or the need to fulfil what a person considers to be his mission in life. After his other needs are fulfiled, 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 particular and to the society in general. The sense of achievement gives him psychological satisfaction.

The other side of the need hierarchy is that man is a wanting animal, he continues to want something or the other. He is never fully satisfied. If one need is satisfied, the other need arises.

Hygienic (Dissatisfiers) and Motivator (Satisfiers) Factors:

Some job conditions operate primarily to dissatisfy employees when they are absent, but their presence does not motivate employees in a strong way. Many of these factors are traditionally perceived by management as motivators, but the factors are really more potent as dissatisfiers. They are called maintenance factors in job because they are necessary to maintain a reasonable level of satisfaction among the employee. Their absence proves to be strong dissatisfier They are also known as dissatisfiers or 'hygienic factors' because they support employee's mental health. Another set of job conditions operates primarily to build strong motivation and high job satisfaction among the employees. These conditions are 'motivational factors'.

Hygienic factors include such things as wages, fringe benefits, physical condition and overall company policy and administration. The presence of these

factors at a satisfactory level prevents job dissatisfaction, but they do not provide motivation to the employees. So they are not considered as motivational factors. Motivational factors on the other hand, are essential for increasing the productivity of the employees. They are also known as satisfiers and include such factors as recognition, feeling of accomplishment and achievement, opportunity of advancement and potential for personal growth, responsibility and sense of job and individual importance, new experience and challenging work etc.

Dissatisfaction ← Hygience Factors → No Dissatisfaction
(If absent) (If Present)

No Satisfaction ← Motivating Factors → Satisfaction
or No Motivation or Motivation
(If absent) (If Present)

Herzberg noted that the two sets of factors are unidimensional as their effect can be seen in one direction only. If hygiene factors are present, they act as maintenance factors and if they are

absent, they act as dissatisfiers. Remo
dissatisfying characteristics from a job
does not necessarily make the job satisfy
But if motivators are present, they
provide satisfaction or motivation to
the individual. And if motivators are
absent, the individual will get no
satisfaction. Thus satisfaction and dissatis
faction are independent rather than
opposite ends of the same continuum
as was traditionally believed.

Herzberg's maintenance and motivational factors are shown:

Maintenance or Hygiene Factors	Motivational Factors
1. company policy and administration	1. Achievement
2. Technical supervision	2. Recognition
3. Interpersonal relations with supervisor and subordinates.	3. Advancement
4. Salary	4. Work itself
5. Job security	5. Possibility of growth
6. Personal life	6. Responsibility
7. Working conditions	
8. Status	

Herzberg also said that to-day's motivators are tomorrow's hygienes

MASLOW MODEL Vs HERZBERG MODEL

	Basis	Maslow	Herzberg
1.	Hierarchy of Needs	Sequential arrangement of Needs	No hierarchical arrangement of needs
2.	Nature	Descriptive	Prescriptive
3	central Theme	Unsatisfied needs energise behaviour and cause performance.	Gratified needs cause performance
4.	Motivational Factor	Any need can be a motivator if it is relatively unsatisfied.	Only higher order needs serve as motivators. Lower order needs only act as maintenance or hygiene factors.
5.	Applicability	Takes the general view of the motivational problems of all workers	Takes a micro-view and deals with work oriental motivational problems of higher-level professional employees
6.	Empirical data	Need hierarchy theory is based on intuition and not on any empirical study	Motivation-hygiene theory is based on the study of empirical data collected from professional engineers

Characteristics of Motivation

The motivation holds the following characteristics:

1. Motivation is personal and psychological concept.

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

2. Motivation is a process

Motivation is a process of inspiring, energizing, reducing and activating the employees for higher level of performance. This process starts with unsatisfied needs, moves through tension, drives and goal achievement, finally it ends with the reduction of tension aroused by unsatisfied needs.

3. Motivation is a continuous process

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