

Motivation is a process that starts with a physiological or psychological need that activates a behaviour or a drive that is aimed at a goal.

Every employee is expected to show increased and qualitative productivity by the manager. To achieve this the behaviour of the employee is very important. The behaviour of the employees is influenced by the environment in which they find themselves. Finally, an employee's behaviour will be a function of that employee's innate drives or felt needs and the opportunities he or she has to satisfy those drives or needs in the workplace.

If employees are never given opportunities to utilize all of their skills, then the employer may never have the benefit of their total performance. Work performance is also contingent upon employee abilities. If employees lack the learned skills or innate talents to do a particular job, then performance will be less than optimal. A third dimension of performance is motivation.

“Motivation is the act of stimulating someone or oneself to get desired course of action, to push right button to get desired reactions.”

The following are the features of motivation :

- Motivation is an act of managers
- Motivation is a continuous process
- Motivation can be positive or negative
- Motivation is goal oriented
- Motivation is complex in nature
- Motivation is an art
- Motivation is system-oriented
- Motivation is different from job satisfaction

MOTIVATIONAL FACTORS

There are several factors that motivate a person to work. The motivational factors can be broadly divided into two groups:

I. MONETARY FACTORS:

- Salaries or wages:

Salaries or wages is one of the most important motivational factors. Reasonable salaries must be paid on time. While fixing salaries the organization must consider such as :

Cost of living

Company ability to pay

Capability of company to pay etc,

- Bonus:

It refers to extra payment to employee over and above salary given as an incentive. The employees must be given adequate rate of bonus.

- Incentives:

The organization may also provide additional incentives such as medical allowance, educational allowance, hra ,allowance, etc.

- Special individual incentives:

The company may provide special individual incentives. Such incentives are to be given to deserving employees for giving valuable suggestions.

II. NON MONETARY FACTORS:

- Status or job title:

By providing a higher status or designations the employee must be motivated. Employees prefer and proud of higher designations.

- Appreciation and recognition:

Employees must be appreciated for their services. The praise should not come from immediate superior but also from higher authorities.

- Delegation of authority:

Delegation of authority motivates a subordinate to perform the tasks with dedication and commitment. When authority is delegated, the subordinate knows that his superior has placed faith and trust in him.

- Working conditions :

Provision for better working conditions such as air-conditioned rooms, proper plant layout, proper sanitation, equipment, machines etc, motivates the employees.

- Job security:

Guarantee of job security or lack of fear dismissal, etc can also be a good way to motivate the employees. Employees who are kept temporarily for a long time may be frustrated and may leave the organization.

- Job enrichment:

Job enrichment involves more challenging tasks and responsibilities. For instance an executive who is involved in preparing and presenting reports of performance, may also be asked to frame plans.

- Workers participation:

Inviting the employee to be a member of quality circle, or a committee, or some other form of employee participation can also motivate the workforce.

- Cordial relations: Good and healthy relations must exist throughout the organization. This would definitely motivate the employees.

- Good superiors: Subordinates want their superiors to be intelligent, experienced, matured, and having a good personality. In fact, the superior needs to have superior knowledge and skills than that of his subordinates. The very presence of superiors can motivate the subordinates.

- Other factors:

There are several other factors of motivating the employees:

Providing training to the employees.

Proper job placements.

Proper promotions and transfers.

Proper performance feedback.

Proper welfare facilities.

Flexible working hours.

It is normally believed that money acts as a motivator. In general, the role of money as a motivator depends upon certain factors: Money fails to motivate people, when there is no direct relationship between reward and effort. Economic conditions of people influence the importance of money. For a poor person, the value of a certain amount of money is quite high as compared to a rich person. Money is a significant motivator at a lower level of employees' level however money may not be a significant factor for senior executives who have already fulfilled their lower-level needs. Employees are concerned not only with the amount of money paid to them, but it should be fair and equitable as paid to that of other employees of same level or status. Social attitudes towards money and wealth also decide the motivation to earn more and more.

Maslow's-Hierarchy of Needs Theory: This theory was proposed by Abraham Maslow and is based on the assumption that people are motivated by a series of five universal needs. These needs are ranked, according to the order in which they influence human behavior, in hierarchical fashion.

Physiological needs are deemed to be the lowest- level needs. These needs include the needs such as food & water. So long as physiological needs are unsatisfied, they exist as a driving or motivating force in a person's life. A hungry person has a felt need. This felt need sets up both psychological and physical tensions that manifest themselves in overt behaviors directed at reducing those tensions (getting something to eat). Once the hunger is sated, the tension is reduced, and the need for food ceases to motivate. At this point (assuming that other physiological requirements are also satisfied) the next higher order need becomes the motivating need.

Thus, safety needs -- the needs for shelter and security -- become the motivators of human behavior. Safety needs include a desire for security, stability, dependency, protection, freedom from fear and anxiety, and a need for structure, order, and law.. In the workplace this needs translates into a need for at least a minimal degree of employment security; the knowledge that we cannot be fired on a whim and that appropriate levels of effort and productivity will ensure continued employment.

Social needs include the need for belongingness and love. Generally, as gregarious creatures, human have a need to belong. In the workplace, this need may be satisfied by an ability to interact with one's coworkers and perhaps to be able to work collaboratively with these colleagues.

After social needs have been satisfied, ego and esteem needs become the motivating needs. Esteem needs include the desire for self-respect, self-esteem, and the esteem of others. When focused externally, these needs also include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance, and appreciation.

The highest need in Maslow's hierarchy is that of self-actualization; the need for self-realization, continuous self-development, and the process of becoming all that a person is capable of becoming.

According to Maslow an individual would stay at a certain need level until that need was satisfied. ERG theory counters by noting that when a higher- order need level is frustrated the individual's desire to increase a lower- level need takes place. Inability to satisfy a need for social interaction, for instance, might increase the desire for more money or better working conditions. So frustration can lead to a regression to a lower need. In summary, ERG theory argues, like Maslow, that satisfied lower- order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time, and frustration in attempting to satisfy a higher- level need can result in regression to a lower- level need.

From the results Herzberg concluded that the replies people gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Certain characteristics tend to be consistently related to job satisfaction and others to job dissatisfaction. Intrinsic factors, such as work itself, responsibility and achievement seem to be related to job satisfaction. Respondents who felt good about their work tended to attribute these factors to themselves. On the other dissatisfied respondents tended to cite extrinsic factors such as supervision, pay, company policies and working condition. Herzberg proposed that his findings indicated the existence of a dual continuum: the opposite of "satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

According to Herzberg, the factors leading to Job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They will be placating their workforce rather than motivating them. As a result, conditions surrounding the job such as quality of supervision, pay, company policies, physical working conditions relations with others and job security were characterized by Herzberg as hygiene factors, when they're adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested emphasizing factors associated with the work itself or to outcomes directly derived from it, such as promotional opportunities, opportunities for personal growth, recognition, responsibility and achievement. These are the characteristics that people find intrinsically rewarding.

Instrumentality may range from a probability of 1.0 (meaning that the attainment of the second outcome -- the reward -- is certain if the first outcome -- excellent job performance -- is attained) through zero (meaning there is no likely relationship between the first outcome and the second). An example of zero instrumentality would be exam grades that were distributed randomly (as opposed to be awarded on the basis of excellent exam performance). Commission pay schemes are designed to make employees perceive that performance is positively instrumental for the acquisition of money.

For management to ensure high levels of performance, it must tie desired outcomes (positive valence) to high performance, and ensure that the connection is communicated to employees.

The VIE theory holds that people have preferences among various outcomes. These preferences tend to reflect a person's underlying need state.

Valence: "Is the outcome I get of any value to me?"

The term Valence refers to the emotional orientations people hold with respect to outcomes (rewards). An outcome is positively valent if an employee would prefer having it to not having it. An outcome that the employee would rather avoid (fatigue, stress, noise, layoffs) is negatively valent. Outcomes towards which the employee appears indifferent are said to have zero valence. Valences refer to the level of satisfaction people expect to get from the outcome (as opposed to the actual satisfaction they get once they have attained the reward). Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.