

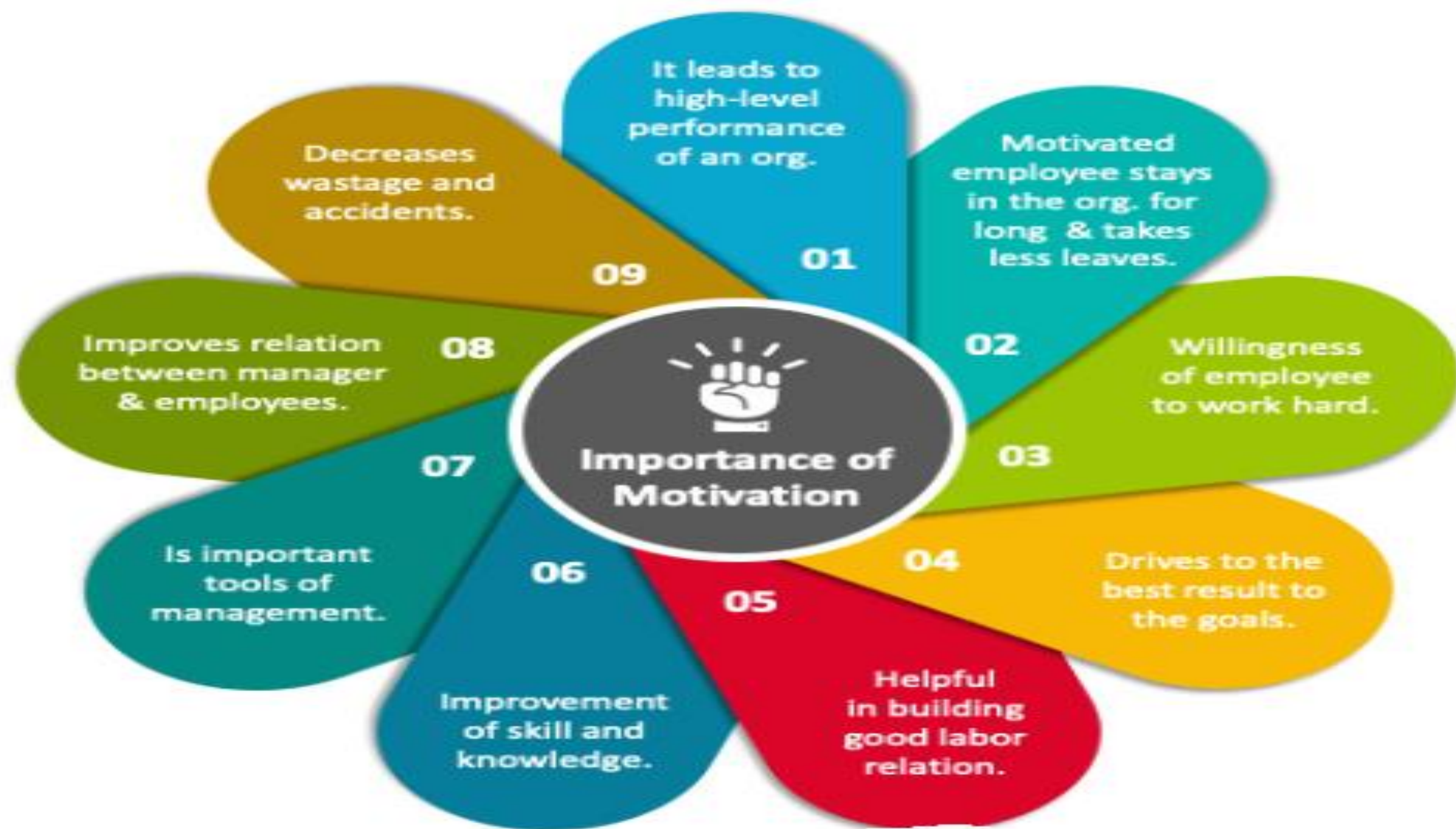
MOTIVATION

- It is define as a **driving force that imitated and directs behaviour.**
- Motivation **is a kind of internal energy which drives a person to do something in order to achieve something.**
- Motivation is the word derived from the word 'motive' which means **needs, desires, wants or drives within the individuals.**
- It is the **process of stimulating people to actions to accomplish the goals.** In the work goal context, the psychological **factors stimulating** the people's behaviour can be -
 - **Desire for money**
 - **Success**
 - **Recognition**
 - **Job-satisfaction**
 - **Team work, etc.**

Nature of Motivation

- Motivated employees are required
- It helps organization to survive.
- Motivated employees are more productive.
- Direct activities toward the achievement of a goal.
- Gives satisfaction and happiness to the individuals.





Types of motivation

Types of Motivation



**Positive
Motivation**



**Negative
Motivation**



**Achievement
Motivation**



**Affiliation
Motivation**



**Competence
Motivation**




**Power
Motivation**



**Attitude
Motivation**

TOP COMPANIES TO WORK FOR IN INDIA



Linked  has revealed a list of top companies which attract Indian professionals in the country



1 Flipkart

Why: Six-month maternity leave; sabbatical options



2 Amazon

Why: Good compensations



3 Capgemini

Why: Has initiatives which promote physical and mental well-being



4 Google

Why: Post-mortem financial support to the spouses and families of employees, among other benefits



5 KPMG

Why: Opportunity to work at international locations



6 Deloitte

Why: Offers various trainings and education reimbursements



7 Adobe

Why: "Experience-a-thons" for employees to use new Adobe products



8 HCL Technologies

Why: New management model puts employees first, clients second



9 Housing.com

Why: Opportunities to grow professionally

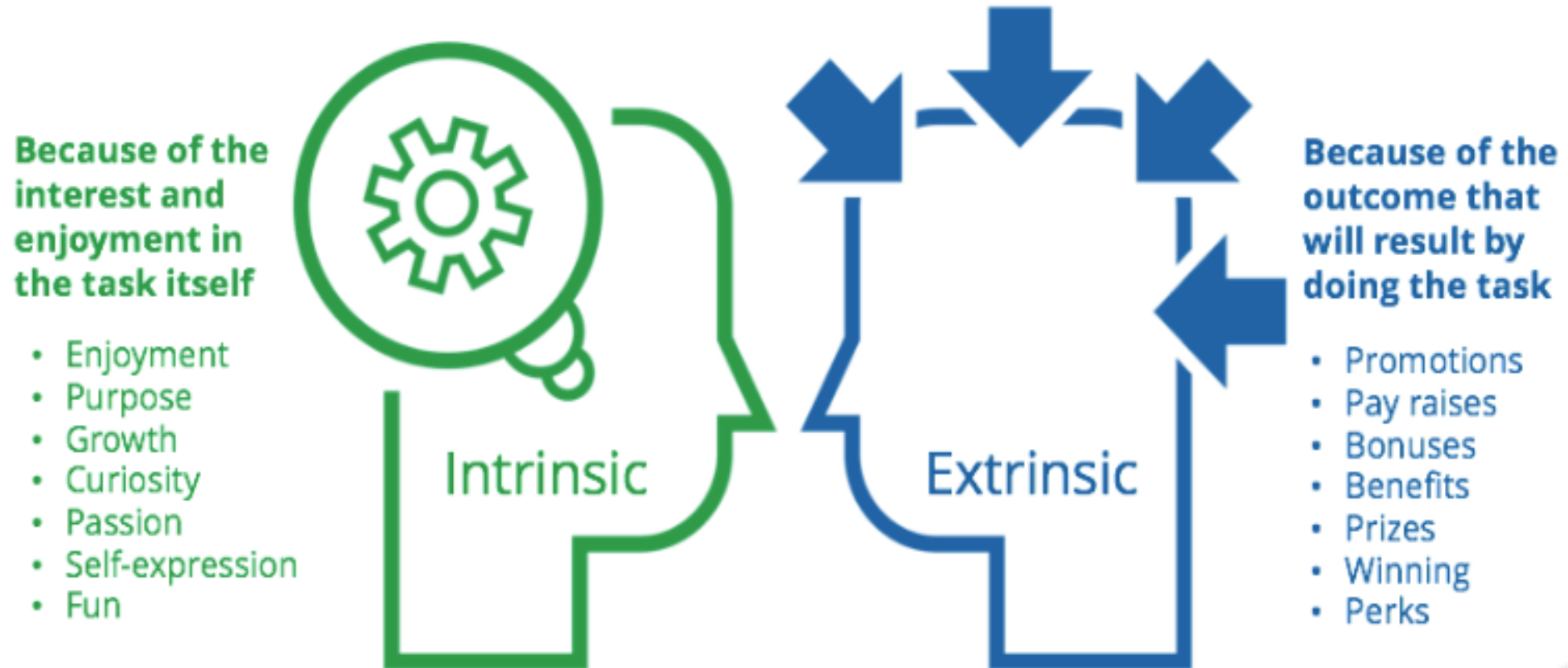


10 Ola

Why: Focus on trying new initiatives

TYPES

INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO



Intrinsic Motivation – Zoho Corporation

- **Context:**
Zoho Corporation, a Chennai-based SaaS company, **is known for its unique approach to employee development. The company runs its own "Zoho Schools of Learning," hiring high-school graduates and training them in software development.**
- Many employees who join through this route are intrinsically motivated—they find meaning in learning new skills, building products, and growing within the organization without formal degrees.
- **Example:**
Karthik, a Zoho School graduate, joined as a trainee with no background in coding. Over time, driven by his passion to learn and create, he built several internal tools that improved team productivity. He wasn't motivated by promotions or pay hikes initially, but by the challenge and the learning itself.
- **Outcome:**
His **self-driven growth caught management's attention**, and he was later promoted to lead a product team.
- **Lesson:**
Karthik's journey at Zoho exemplifies **intrinsic motivation**—a desire to grow, learn, and contribute meaningfully without immediate external rewards.

Extrinsic Motivation at HDFC Bank

- **Context:**
HDFC Bank **launched a quarterly incentive scheme to boost performance in its retail loan division**. Under this scheme, employees who exceed their targets are rewarded with cash bonuses, travel vouchers, and fast-track promotions. **Rohit**, a relationship manager, is motivated by the potential to earn a trip to Singapore.
- **Outcome:**
Rohit increases his outreach, works extended hours, and brings in a record number of high-value loan clients. He wins the incentive and is publicly recognized during the bank's annual meeting.
- **Lesson:**
Rohit's performance was driven by **extrinsic motivation**—tangible rewards and recognition from the organization.

Theories of Motivation

1. Maslow's Hierarchy

- Each individual has needs, or feelings of deficiency that drive their behavior. Once a need is satisfied, then it is no longer motivating
- Needs are in a hierarchy that an individual moves up as they satisfy levels of needs

1. Physiological Needs:

These are the most basic and essential needs for survival, including food, water, shelter, sleep, and breathing.

2. Safety Needs:

Once physiological needs are met, individuals seek security, stability, and protection from harm, including personal security, financial security, and health.

3. Love and Belonging Needs:

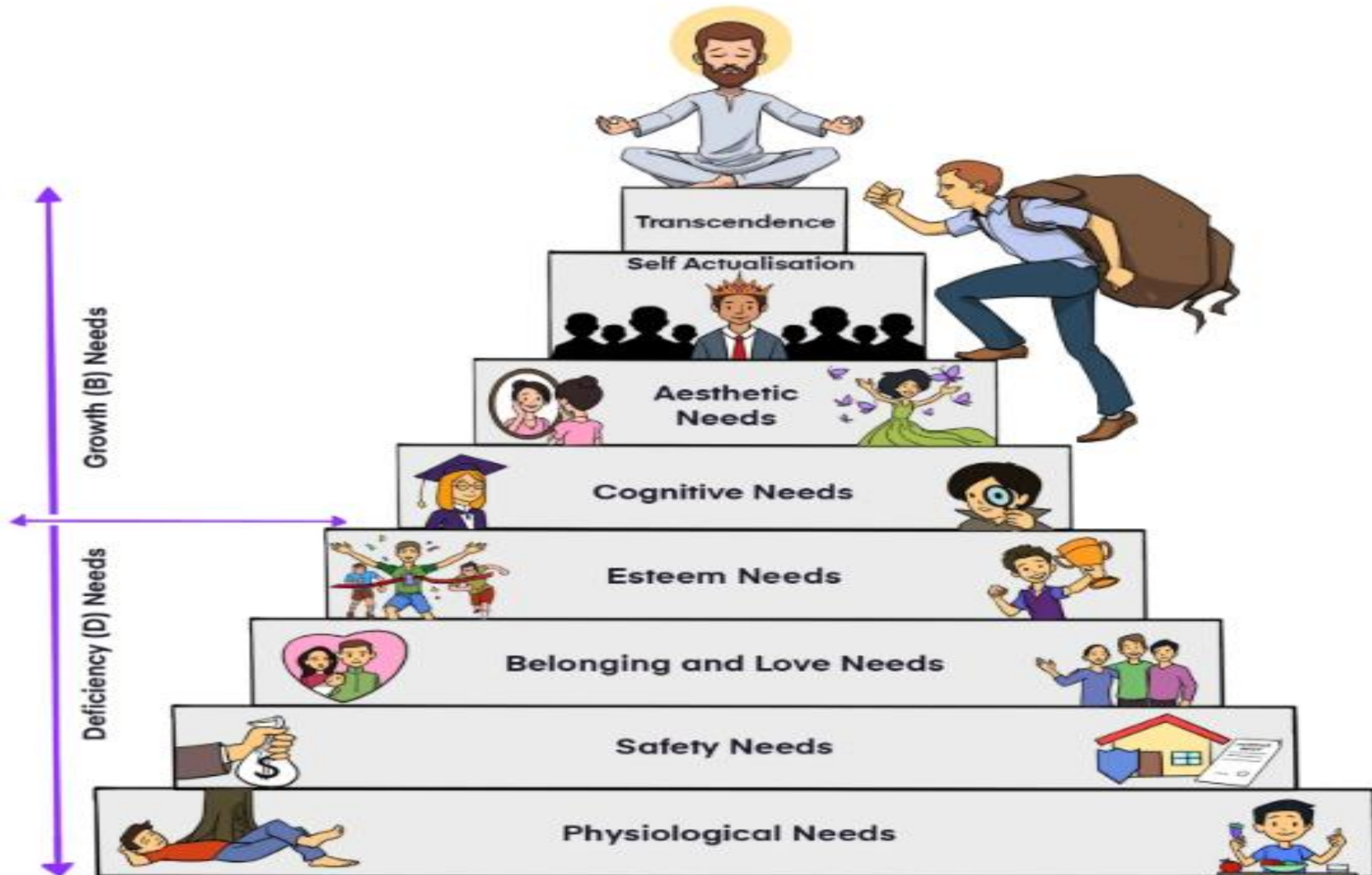
This level focuses on social needs, such as friendship, intimacy, family, and a sense of belonging within a group.

4. Esteem Needs: Individuals at this level seek self-esteem, recognition, respect from others, and a sense of accomplishment.

5. Self-Actualization Needs:

This is the highest level, where individuals strive to reach their full potential and become the best version of themselves.

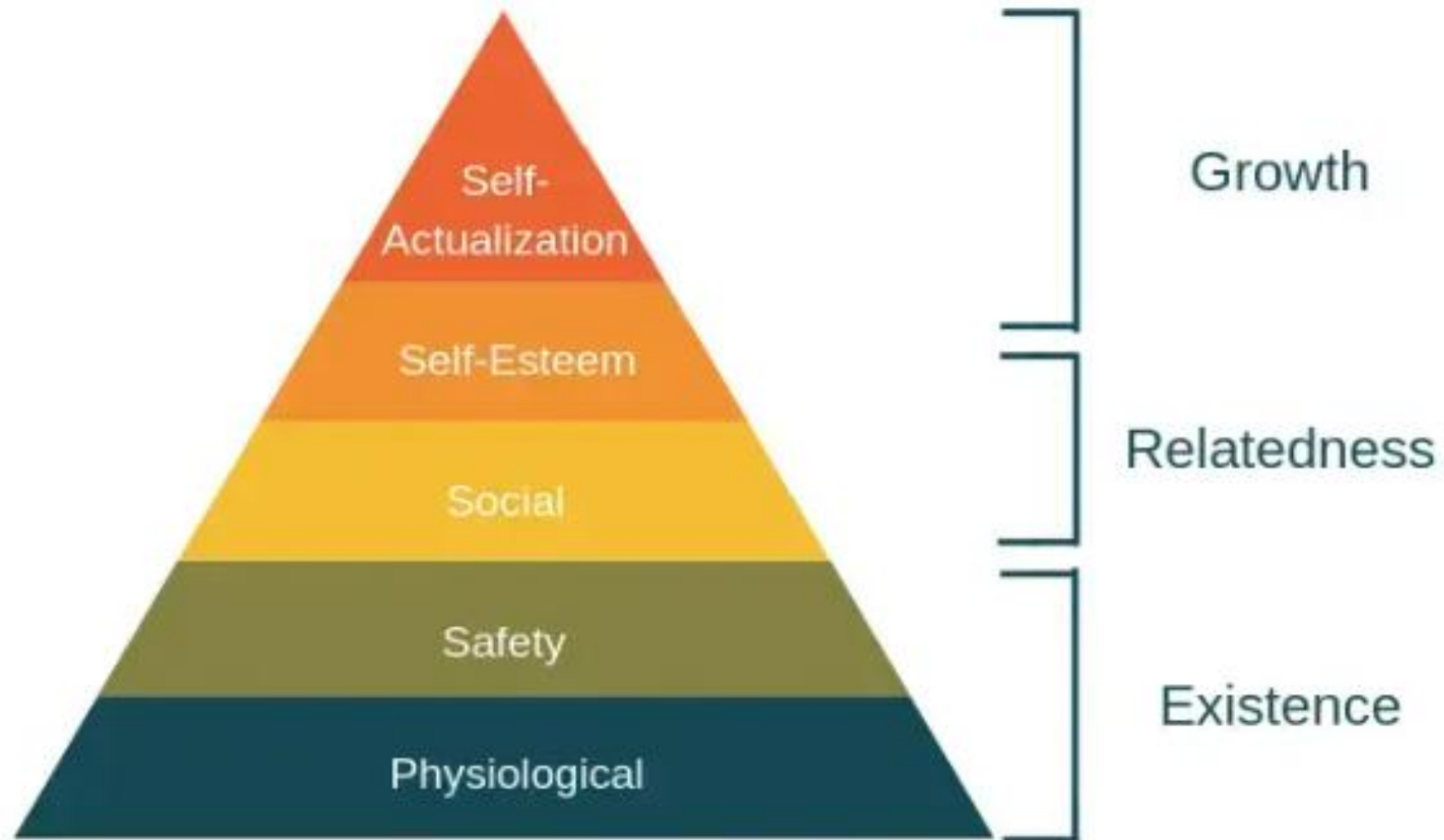
Maslow's Hierarchy of Needs



2. Alderfer's ERG theory

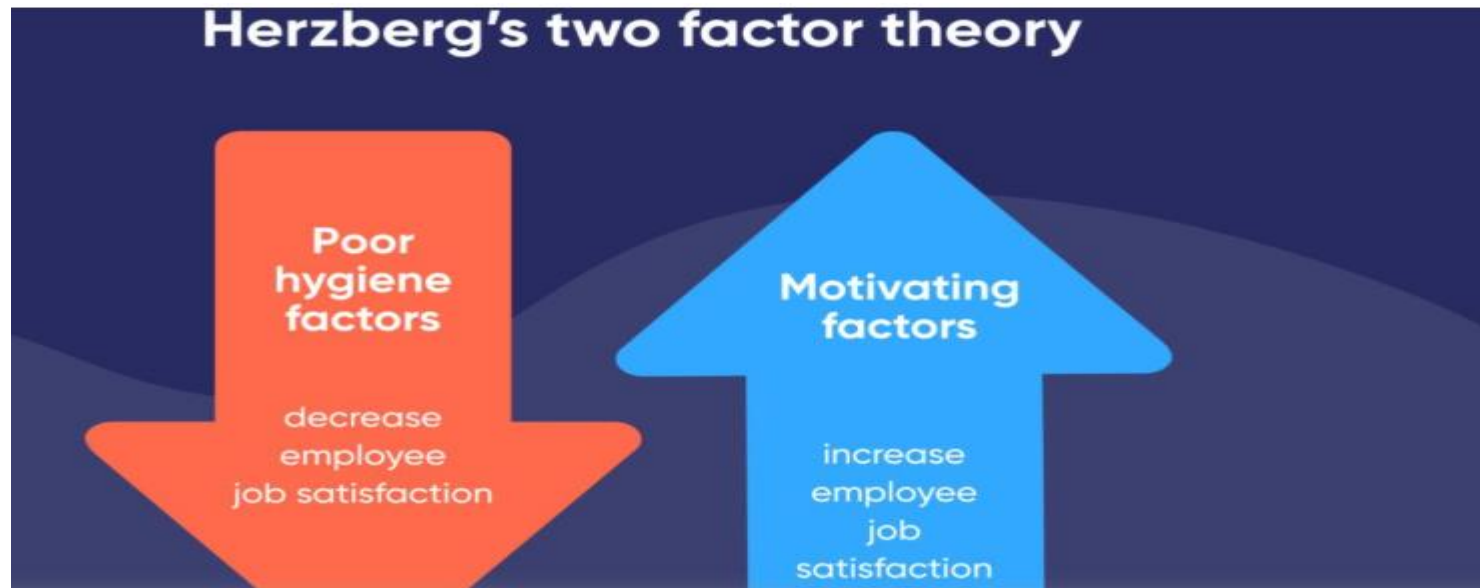
- There are three groups of core needs: **existence (E)**, **relatedness (R)**, and **growth (G)**—hence the acronym *ERG*. These groups align with Maslow's levels of physiological needs, social needs, and self-actualization needs, respectively.
- **Existence** needs concern our basic material requirements for living. These include what Maslow categorized **as physiological needs** (such as air, food, water, and shelter) **and safety-related needs** (such as health, secure employment, and property).
- **Relatedness** needs have to do with the importance of maintaining interpersonal relationships. These needs are based in social interactions with others and align with Maslow's levels of **love/belonging-related needs** (such as friendship, family, and) **and esteem-related needs** (gaining the respect of others).
- Finally, **growth** needs describe our intrinsic desire for personal development. These needs align with the other portion of Maslow's **esteem-related needs** (self-esteem, self-confidence, and achievement) and **self-actualization needs** (such as morality, creativity, problem-solving, and discovery).

Iderfer's ERG theory



3. Herzberg Two Factor Theory

- **Herzberg Two Factor Theory** is also known as the **Herzberg's motivation-hygiene theory** and **dual-factor theory** was coined by Frederick Herzberg in 1959.
- It is a states where certain factors in the workplace cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other.”



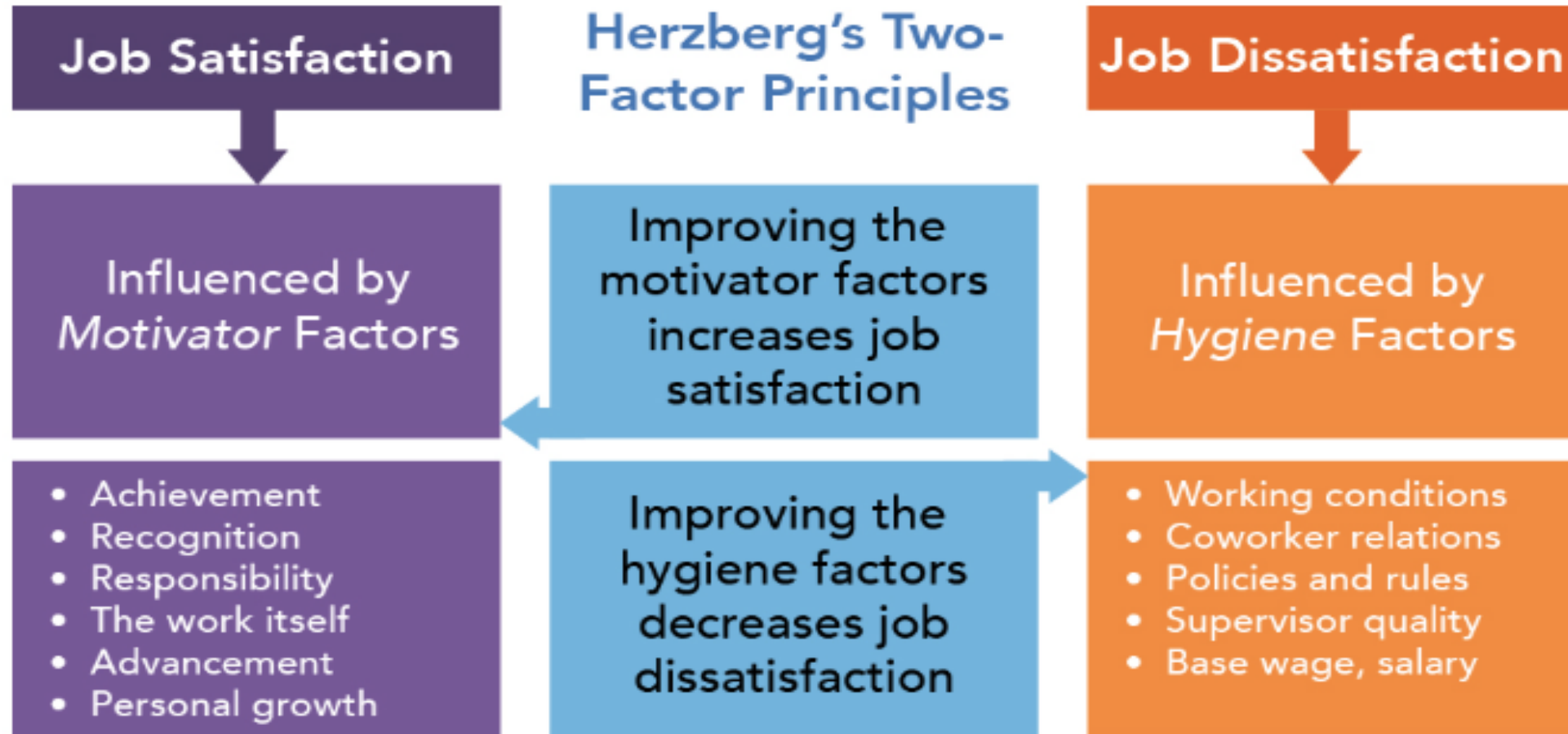
Two Factor Theory of Motivation

Motivators

Achievement
Recognition
The work itself
Responsibility
Advancement
Growth

Hygiene Factors

Company policies
Supervision
Relationships
Work conditions
Remuneration
Salary
Security



4. Theory X & Theory Y

Comparison between Theory X and Theory Y



Theory X

- Inherent dislike for work.
- Unambitious and prefer to be directed by others.
- Avoid responsibility.
- Lack creativity and resist change.
- Focus on lower-level (physiological and safety) needs to motivate workers.
- External control and close supervision required to achieve organisational objectives.
- Centralisation of authority and autocratic leadership.
- People lack self-motivation.

Theory Y

- Work is natural like rest.
- Ambitious and capable of directing their own behaviour.
- Accept and seek responsibility under proper conditions.
- Creativity widely spread.
- Both lower-level & higher-order needs like social, esteem & self-actualisation are sources of motivation.
- Self-direction and self-control.
- Decentralisation and participation in decision-making
Democratic leadership.
- People are self-motivated.

. Theory X

- This theory believes **that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management.**
- According to this theory, management must firmly intervene to get things done.
 - This style of management concludes that workers –
 - Disfavor working.
 - Abstain from responsibility and the need to be directed.
 - Need to be controlled, forced, and warned to deliver what's needed.
 - Demand to be supervised at every step, with controls put in place.
 - Require to be attracted to produce results, else they have no ambition or incentive to work.
- McGregor observed that X-type workers are mostly in minority, and yet in mass organizations, such as large-scale production environment, X Theory management may be needed and can be unavoidable.

Theory Y

- This theory explains a participative style of management, that is, distributive in nature. It concludes that **employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility. It estimates that workers –**
 - Take responsibility willingly and are encouraged to fulfill the goals they are given.
 - Explore and accept responsibility, and do not need much guidance.
 - Assume work as a natural part of life and solve work issues imaginatively.
 - In Y-type organizations, people at lower levels are engaged in decision making and have more responsibility.

Marico's People-First Approach Using Maslow's Hierarchy of Needs

Marico, a leading Indian FMCG company known for brands like Parachute and Saffola, observed that while employees were performing well, long-term engagement and innovative thinking were inconsistent across teams. The HR leadership decided to align their motivation strategies with **Maslow's Hierarchy of Needs**.

- **Steps Taken:**

- **Physiological Needs:**

- Ensured comfortable working spaces, healthy cafeteria food, and regular health checkups.

- **Safety Needs:**

- Strengthened job security through long-term contracts and transparent communication.
- Provided mental health support and workplace safety protocols.

- **Social Needs:**

- Fostered a collaborative culture through team-building activities and cross-functional projects.
- Introduced peer recognition programs.

- **Esteem Needs:**

- Implemented performance-based rewards and public recognition platforms.
- Created visible growth paths and internal promotions.

- **Self-Actualization:**

- Encouraged employees to lead new initiatives and innovation challenges.
- Supported individual learning goals through courses and global exposure.

- **Outcome:**

- Engagement levels rose significantly across departments.
- Internal innovation projects increased, leading to new product ideas.
- Employee retention improved, especially among mid-career professionals.

- **Conclusion:**

By addressing each level of Maslow's pyramid, Marico created a motivating work environment where employees felt secure, valued, and inspired to grow—demonstrating how an Indian FMCG company successfully applied a classic motivation theory.