

Motivation

Concept/Meaning

- The task of arousing eagerness in the persons working in an organization for the achievement of organizational goal is called motivation.
- It is the process of creating willingness among the employees to do work in the best possible way.
- “Motivation means a process of stimulating people to action to achieve desired goals”-William G. Scott.
- So, motivation is the art of inspiring and encouraging subordinate to do work in an effective way so that both organization and individual goals can be achieved.
- Generally, money, participation in decision, reasonable remuneration, secure and healthy working environment, career development and training opportunity, social respect, authority and power etc. motivate employees.
- This is a continuous process and human psychological aspect.

Features of motivation

1. Psychological process
2. Continuous process
3. Complex and unpredictable: a satisfied person of the present may not be satisfied in the future.
4. Pervasive function
5. Influence the behavior: manager has to play the role of a leader and inspire employees to concentrate more on their works.
6. Positive or negative: positive-incentive and rewards / negative-punishment for poor performance like minimize wage, demotion, job termination

Importance of Motivation

- Lead to profitable operation
- High level of productivity
- Best remedy for resistance to change
- Effective use of human resources
- Satisfaction of employees
- Minimizes disputes and strike
- Basis of coordination
- Stability of workforce
- Minimizes supervision cost
- Achievement of organizational goals

Techniques of Employee Motivation

- Financial incentives (wage, salary, leave with pay, medical reimbursement)
- Participation (planning and decision making)
- Delegation of authority
- Job security (economy and social secure)
- Job enlargement (horizontal expansion)
- Job enrichment (vertical expansion of a job)
- Job rotation (shifting an employee from one job to another job)
- Reinforcement (behavior which appears to lead a positive consequence needs to be repeated while behavior that leads negative consequence not to be repeated. –through reward)
- Quality of work life (greater worker empowerment, adequate and fair compensation, safe and healthy working conditions and higher level of job satisfaction)
- Competition (in terms of sales, production, safety measures etc -best is awarded)

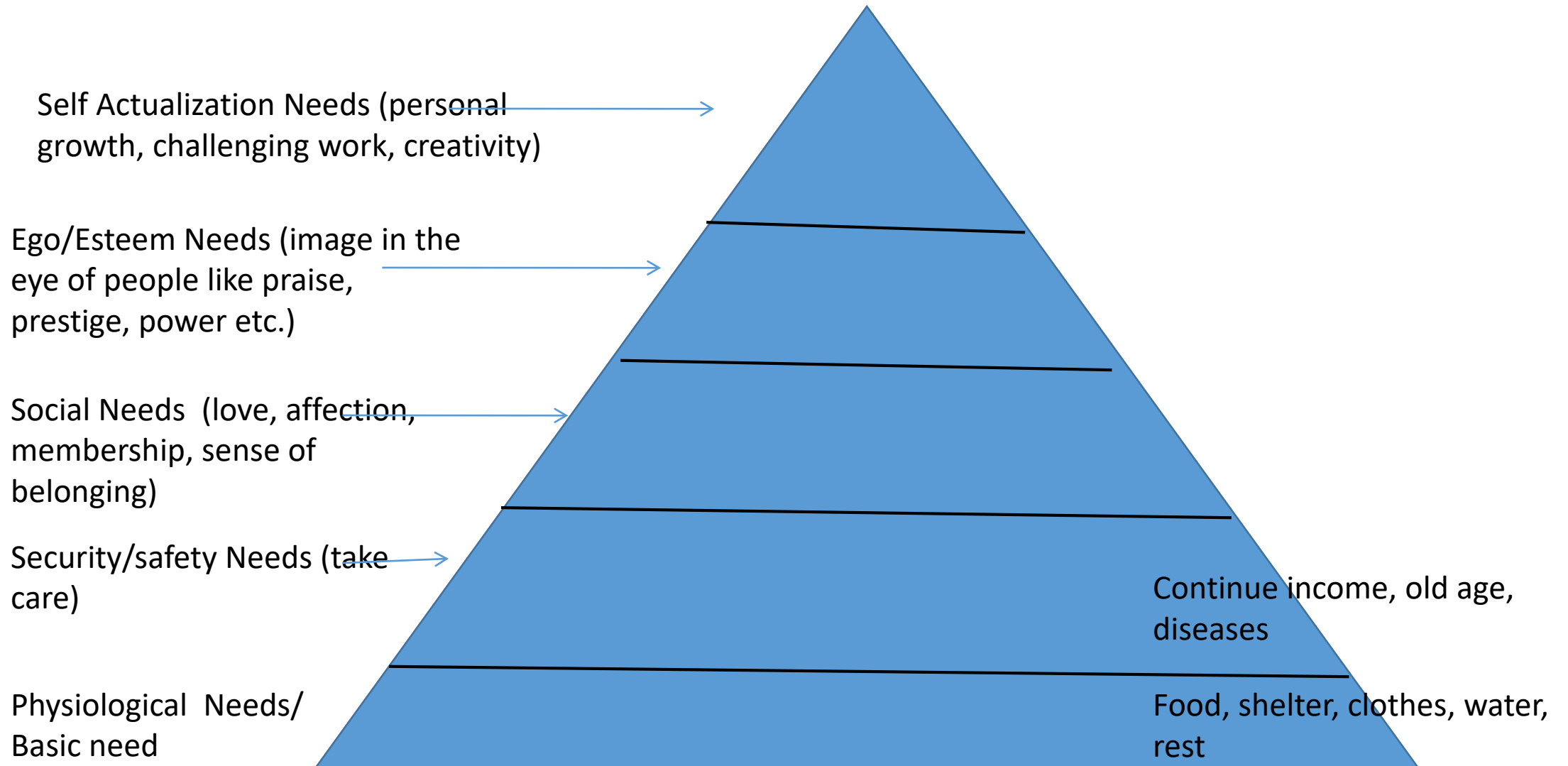
Types of motivation

- On the basis of sources
 - i) Extrinsic motivation (money related)
 - ii) Intrinsic motivation (job related)
- On the basis of approach
 - i) Positive motivation (carrot approach)
 - ii) Negative motivation (stick approach)

Maslow's Need Hierarchy Theory

- Abraham Maslow, American Psychologist developed a theory of human needs in 1943.
- According to this theory, each person works being motivated by need and the need has a certain order.
- When one need is fulfilled another need appears.
- He divided human needs in five levels
- Basic assumptions of this theory are:
 - Human needs and motives are complex
 - Needs form a hierarchy
 - Unsatisfied needs motivate workers
 - People seek growth and development

Maslow's Need Hierarchy Theory



Two factor theory (Hygiene theory)

Frederick Herzberg (interview conducted on 200 engineers and accountants)

1. Hygiene factors: these are also known as dissatisfaction or maintenance factors. The presence of these factors does not motivate but the absence of these cause dissatisfaction.

- Company policy and administration
- Supervision
- Relationship with supervisor
- Working condition
- Salary
- Relationship with peers
- Relationship with subordinates
- Job security
- Status

These factors are necessary to maintain a minimum level of need satisfaction. They bring employees to the zero level of motivation from negative direction.

2. Motivating factors: these factors are also known as motivators, satisfiers factors. The presence of these factors causes high level of motivation and job satisfaction, whereas their absence do not cause high dissatisfaction.

- Achievement
- Recognition
- Advancement
- Work itself
- Personal growth
- Responsibility

Herzberg came to the conclusion that enriched jobs are the key to motivating employees. An employee is motivated to devote his best effort only when he finds a challenging job, scope of innovation, freedom, recognition of his efforts.

Motivation Through Employee Participation

- Participatory management is a method in which the employees are involved in every function of management. Employees are made involved in management by making owner, giving autonomy and providing chance to take participation in decision making process. This increase their dignity, respect, honor and self actualization. As a result, they get motivated to work.
- To involve the employees in management is an important source of motivation. This increases productivity of the organization, commitment of employees, internal motivation and the employees become ready to accept responsibility and accountability.
- There are two techniques to encourage and empower the employees.
 1. Quality of working life: QWL indicates the relationship of quality between total work environment and the employees. If the quality of working life of employees is good, they become satisfied and get motivated to work.
 - Sufficient and reasonable remuneration, healthy and safety environment, to give personal identity, opportunity for personal development and security, opportunity for human competence development etc. are as a whole the working environment. They are called quality working life. The management should improve this environment.

2. Self managed team: The team formed without formal supervision is called self managed team. The duties , authorities and responsibility of the members of such organization are not formally defined. They utilize the freedom to use to show their ability. Self managed team are a group of 10 to 15 employees. They have responsibility of planning and scheduling of work, task assignment to members, taking action to solve problems, decision making about operation and collective control over performance. The characteristics of such team are:

- The team becomes responsibility for the whole work.
- The members have qualities and skills.
- The authority to determine working procedure, making work routine, handing over work etc. lies with such team.