

## \* Motivation:-

Motivation is the process that initiates, guides & maintain goal-oriented behaviour. It is defined as Process of challenging a person's inner drive so that he can accomplish the goals of the organisation.

### Importance of Motivation:-

Motivation is important function of management.

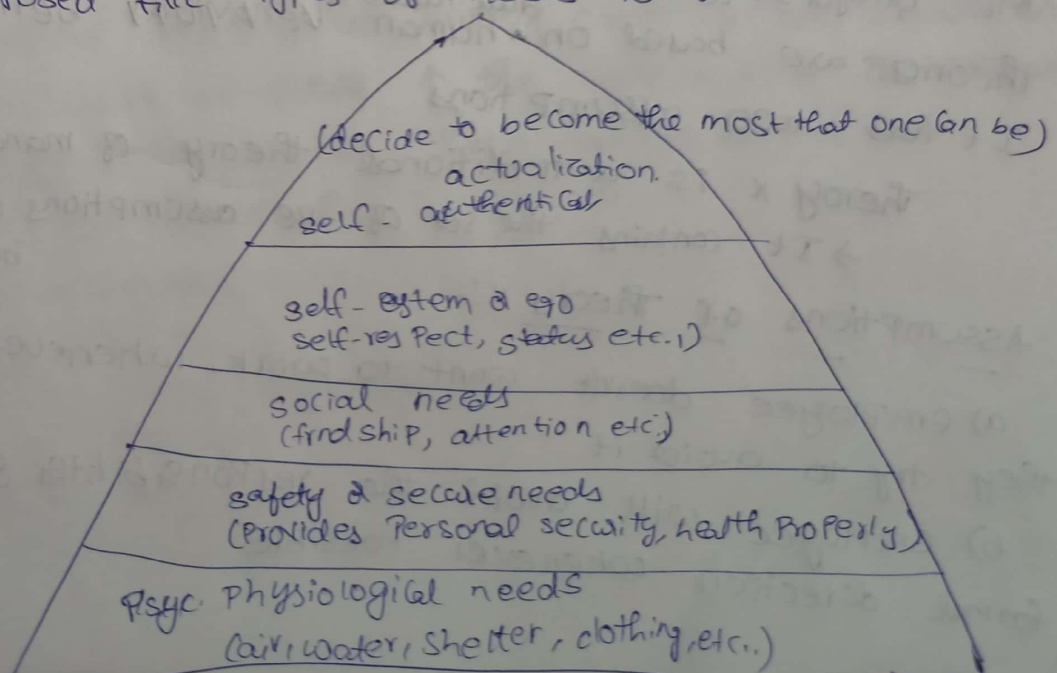
There are some important aspects of motivation.

1. Utilization of human resources
2. Use of material resources
3. Maintain good relationship with workers.
4. Willingness to work
5. Improve the skills & knowledge.
6. Boosts morals.
7. Develop co-operation
8. Facilitates change
9. Sense of belongingness
10. Achieve organization objectives

### Theories of Motivation Theory

#### i) Maslow's need hierarchy needs:-

A.H. Maslow has developed the need of hierarchy theory for understanding the human needs. He proposed five types of needs to understand.



① Physiological needs:-

It helps us to understand about the human resources & needs & relate to the survival of body.

Ex:- Air, water, clothing, shelter etc.,

② Safety or security needs:-

It includes security of both <sup>from</sup> physical & emotional harm.

Ex:- unemployment, health problems etc.,

③ social needs:-

It includes affection, attention, friendship, belongingness, acceptance.

④ Esteem or ego needs:-

It includes internal esteem like self-respect, achievement etc, & external esteem like status, attention, recognition.

⑤ Self Actualization:-

The drive to become <sup>what one is</sup> the capable of becoming includes growth, achieving one's potential & self fulfilment.

ii) Mc Gregor's Theory X & Theory Y

Theory X & Theory Y were prefounded by Mc Gregor's. who was known as psychologist. These theories are based on a <sup>dual nature of</sup> human behaviour beings.

It has two assumptions

Theory X is a traditional theory of management.

→ It contains the set of -ve assumptions about human behaviour.

Assumptions of Theory X:-

a) Employee doesn't want to work, whenever possible they try to avoid it

b) Employee will avoid the responsibilities & seek formal direction whenever possible.



### Assumptions of Theory Y:-

- a) Employee likes to work as being natured as food & sleep.
- b) Employee can learn to accept, even seek responsibility & able to make initiative decisions is widely dispersed throughout the population.

- Theory X assumes that lower needs dominate individuals
- Theory Y assumes that higher needs dominate individuals
- There is no evidence that to confirm either set of assumption is valid.

### evaluation of theory X & theory Y

- Theory X is suitable for unskilled & uneducated employees
- Theory Y is suitable for skilled & educational employee.

### iii) Herzberg's two factor theory:-

The two factors is also called as Motivation-hygiene Theory & Motivation-Maintenance Theory. It is proposed by ~~Herz~~ Frederick Herzberg's. A/c to this theory, work dissatisfaction & satisfaction arises from two different set of factors. These are motivational factors & hygiene (or) maintenance factors.

#### Motivational factors:-

- Motivational factors are primary cause of job satisfaction.
- The employee can create ↑ the performance of employee by providing these factors. These factors differ from individual to individual

- \* Achievement
- \* Recognition
- \* Possibility of growth
- \* Advancement
- \* Job status
- \* Responsibility.

## Hygiene (or) Maintenance factors

→ Hygiene factors are necessary to maintain a reasonable level of satisfaction their needs.

→ various maintenance factors are.

- \* company policies
- \* administration
- \* supervision
- \* interpersonal relationships
- \* salary
- \* working conditions