

Definition of Motivation

Motivation is the act of stimulating someone or oneself to get a desired course of action or to push the right button to get a desired reaction.” Michal, J. Jucius

Motivation is a process of inducing, inspiring and energizing people to work willingly with zeal, initiative, confidence, satisfaction and an integrated manner to achieve desired goals. It is a moral boosting activity.

A man cannot be pulled from the front or pushed from behind. He can only be moved from within.

The why of behavior, motivation is a hypothetical construct that intervenes between stimulus and a response

Process of Motivation: It involves four steps:

1. Motive
2. Behaviour
3. Goal
4. Feedback

Motive: It indicates the inner state of mind that energizes, activates or moves a person and directs his behavior towards goals.

Behaviour: Behaviour is the sum of various activities and attitudes of a person

Goals: Motives generally create a state of disequilibrium physiological or psychological imbalances within the individual. Attaining the goal restores this balance.

Feedback: the system of feedback is important to understand and analyze the motives, behavior, goals and incentives for motivation

Types of Motivation: There are two types- Intrinsic and Extrinsic

Extrinsic Motivation is geared toward external rewards and reinforcers. Some examples of external rewards are money, praise, awards, etc. Some examples of external reinforcers are policy and procedures, disciplinary action, speeding tickets, boundary-setting, etc

Intrinsic Motivation is geared toward internal rewards and reinforcers. Some examples of internal rewards are enjoyment, achievement, a sense of competence. Some examples of internal reinforcers are "Shoulds", "Musts", & "Oughts", a guilty conscience, and Toxic Shame.

Classical Theories of Motivation

- Fear and Punishment Theory
- Monetary Reward Theory
- Carrot and Stick Theory

Fear and Punishment Theory: This theory takes negative view of human behavior. This theory states that a man can be made to work by creating fear and punishment.

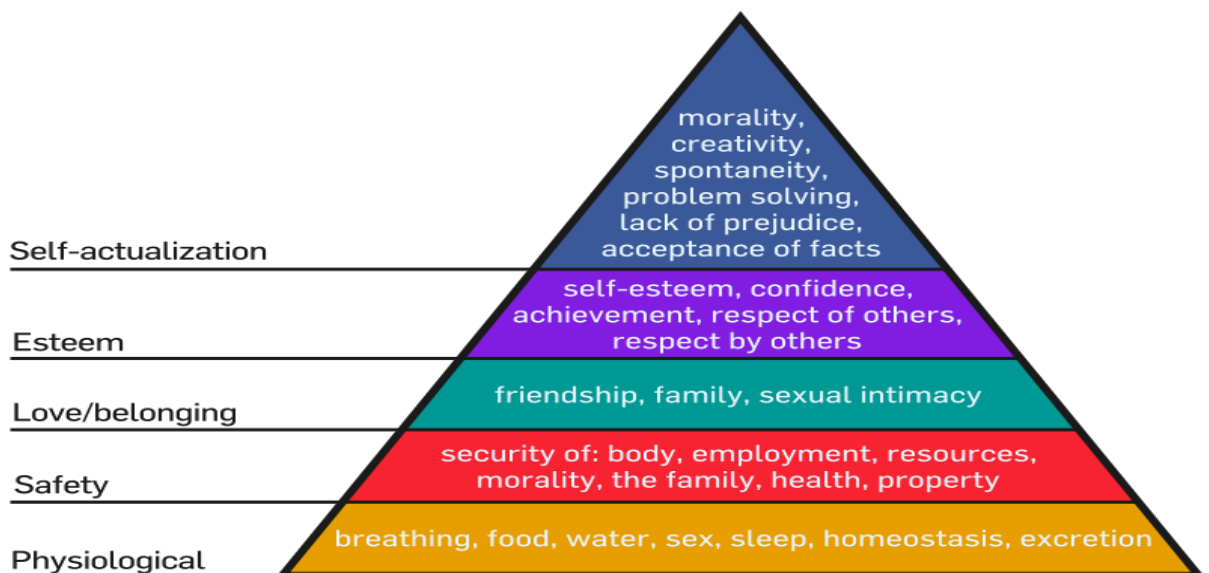
Monetary Reward Theory: According to this theory, there is a positive relationship between monetary rewards and execution of work.

Carrot and Stick Theory: This theory takes in to consideration both reward and punishment and takes in to consideration both positive and negative measures for motivation.

Modern Theories of Motivation

- Maslow Need Hierarchy
- ERG Theory of Motivation
- Theory X and Y
- Herzberg's two factor theory of motivation
- Vroom's Valence Expectancy Theory

1. Maslow Need Hierarchy:



Physiological needs- These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

Safety needs- Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.

Social needs- Social needs include the need for love, affection, care, belongingness, and friendship.

Esteem needs- Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).

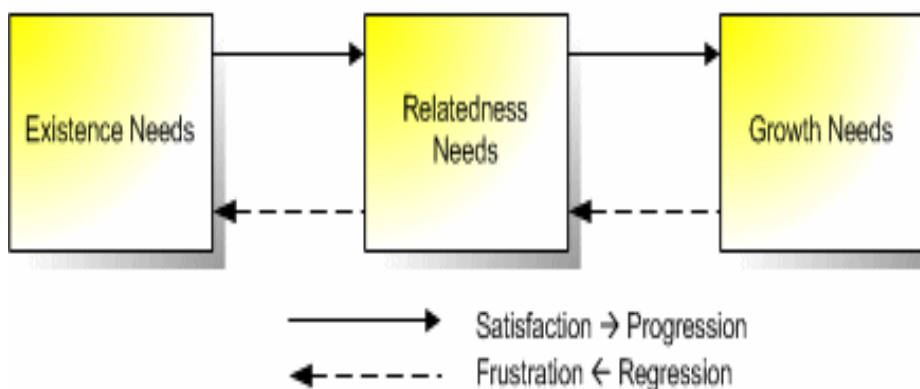
Self-actualization need- This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

2. **ERG Theory of Motivation:**

To bring Maslow's need hierarchy theory of motivation in synchronization with empirical research, Clayton Alderfer redefined it in his own terms. His rework is called as ERG theory of motivation. He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs:

- a) **Existence needs-** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- b) **Relatedness needs-** These include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.
- c) **Growth needs-** These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

Clayton Alderfer's ERG Theory



3. Theory X and Y

Theory X and Y : Douglas McGregor's Theory X and Theory Y, first published in 1957 in his book "Human side of enterprise". These two theories clearly distinguished traditional autocratic assumptions about the nature of people (Theory X) from more behaviourally based assumptions (Theory Y). The usefulness of the McGregor theories is his convincing arguments that most management actions flow directly from whatever theory of human behaviour managers hold.

Theory X Assumptions: The average human being is inherently lazy by nature and desires to work as little as possible. He dislikes the work and will like to avoid it, if he can.

- He avoids accepting responsibility and prefers to be led or directed by some other.
- He is self-centered and indifferent to organizational needs.
- He has little ambition, dislikes responsibility, prefers to be led but wants security.
- He is not very intelligent and lacks creativity in solving organizational problems.
- He by nature resists to change of any type.

Theory Y Assumptions: Work is as natural as play, provided the work environment is favourable. Work may act as a source of satisfaction or punishment. An average man is not really against doing work.

- People can be self-directed and creative at work if they are motivated properly.
 - Self-control on the part of people is useful for achieving organizational goal. External control and threats of punishment alone do not bring out efforts towards organizational objectives.
 - People have capacity to exercise imagination and creativity.
 - People are not by nature passive or resistant to organizational needs. They have become so as a result of experience in organisations.
4. **Herzberg's two factor theory of motivation:** Herzberg extended work of Maslow and developed a specific content theory of work motivation. Herzberg interviewed 203 engineers and accountants. They were asked to recall a time when they felt exceptionally good for their work and the feeling associated.

Hygiene factors- Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate / reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job

environment / scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

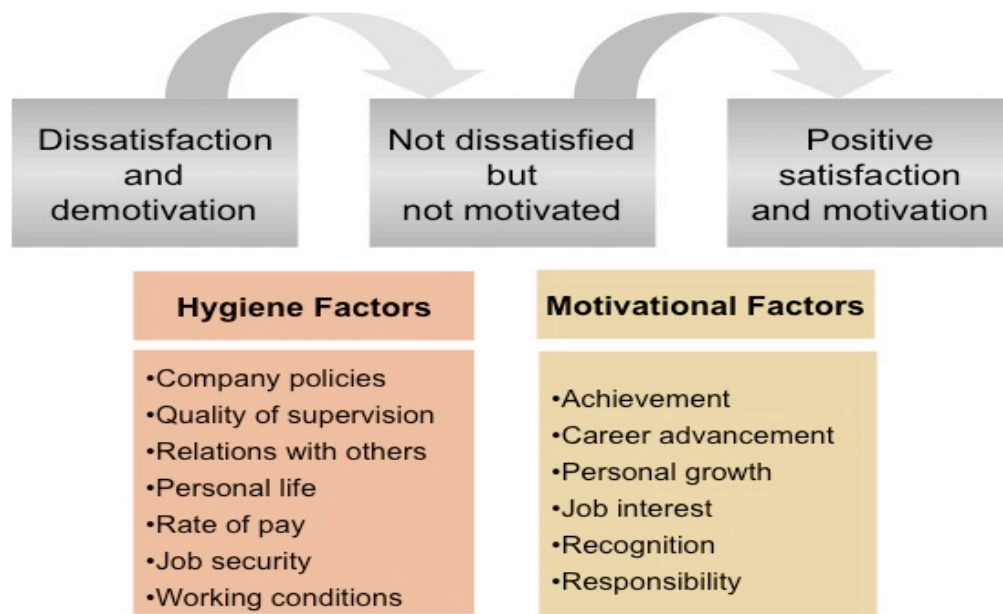
- a. Pay- The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- b. Company Policies and administrative policies- The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- c. Fringe benefits- The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- d. Physical Working conditions- The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- e. Status- The employees' status within the organization should be familiar and retained.
- f. Interpersonal relations- The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- g. Job Security- The organization must provide job security to the employees.

Motivational factors- According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- h. Recognition- The employees should be praised and recognized for their accomplishments by the managers.
- i. Sense of achievement- The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- j. Growth and promotional opportunities- There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- k. Responsibility- The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- l. Meaningfulness of the work- The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

- 5. The result to two category:
- 6. A) Job Satisfiers (Motivators)
- 7. B) Job dissatisfier (Hygiene Factors)

Motivators are things that create positive feelings; hygiene factors were associated with work context and environment.

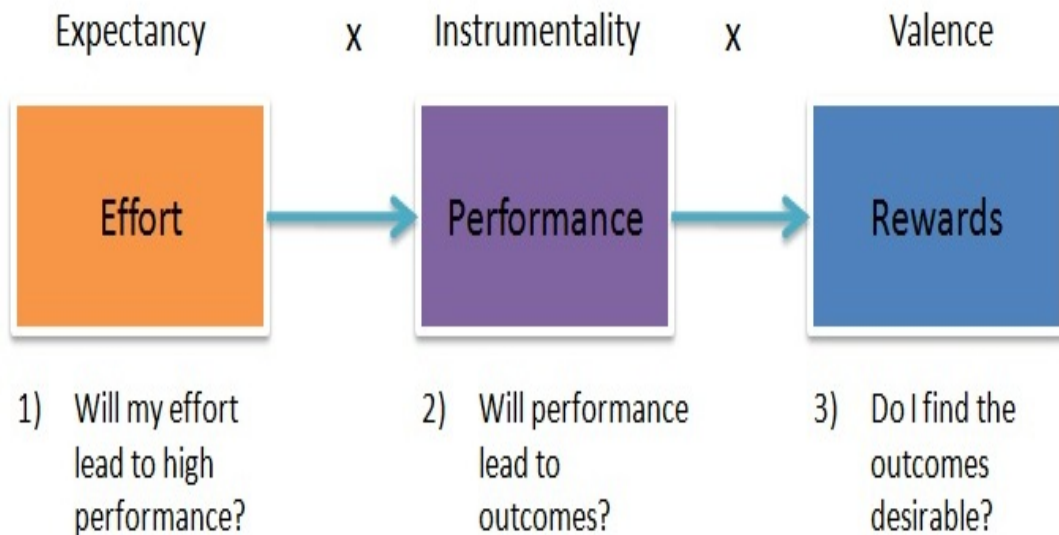


5. Vroom's Valence Expectancy Theory : Victor vroom presented an Expectancy theory (1964) for understanding the human behavior and motivation.

Vroom's Motivation Formula:

$$Force(motivation) = Valence(value) \times Expectancy(probability) \times Instrumentality(relationship\ between\ performance\ and\ reward)$$

The Expectancy theory is based on three important propositions, these are: valence, expectancy and instrumentality.



- **Valence:** Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. Management must discover what employee's value.
- **Expectancy:** Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.
- **Instrumentality:** The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.