



MOTIVATION IN HUMAN RESOURCE DEVELOPMENT

Subject: MANAGEMENT CONCEPT AND STRATEGY

What is motivation?

❖ **Motivation is one of the most important concepts in HRD.**

❖ Motivation can be understood as the desire or drive that an individual has to get the work done.

❖ The absence of motivation leads to underperformance and loss of competitiveness resulting in loss of productive resources for the organization

Importance of Motivation

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Motivation is important to an individual as:

- ❖ Motivation will help him achieve his personal goals.
- ❖ If an individual is motivated, he will have job satisfaction.
- ❖ Motivation will help in self-development of individual.
- ❖ An individual would always gain by working with a dynamic team.



Motivation is important to business as:

- ❖ The more motivated the employees are, the more empowered the team is.
- ❖ The more is the team work and individual employee contribution, more profitable and successful is the business.
- ❖ Motivation will lead to an optimistic and challenging attitude at work place.

Elements of Motivation

❖Intensity:

It describes how hard a person tries. This is the element most of us focus on when we talk about motivation.

❖Direction:

High intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore, the quality of effort as well as its intensity matters. Effort directed toward, and consistent with, the organization's goals is the kind of effort one should be seeking.

❖Persistence:

It measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

Process of Motivation

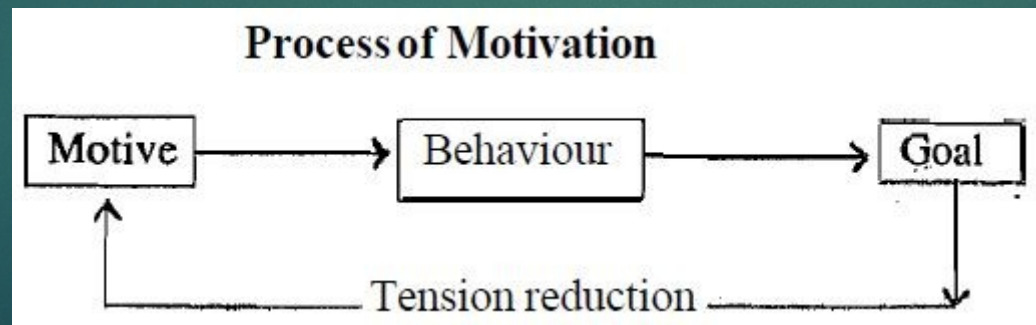
Behaviour: Behavior is generally motivated by a desire to achieve a goal.
In order to predict and control behavior managers must understand the motives of people.

Motives: Motives prompt people to action.

They are the primary energizers of behavior.

Goals: Motives are directed toward goals.

Attaining a goal will tend to restore physiological or psychological balance.



Motivation Theories:

Some of the most important theories of motivation are

1. Maslow's Need Hierarchy Theory
2. Herzberg's Motivation Hygiene Theory
3. McGregor's Participation Theory
4. Vroom's Expectancy Theory

Maslow's Theory of Need Hierarchy:

- ❖ Maslow's theory is based on the human needs.
- ❖ He classified all human needs into a hierarchical manner from the lower to the higher order.



Physiological Needs:

- ❖ These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life.
- ❖ These needs relate to the survival and maintenance of human life
- ❖ Once physiological needs are satisfied, they no longer motivate the man.

Safety Needs:

- ❖ These are the needs to be free of physical danger and to the fear of losing job ,property ,food, or shelter . It also includes protection against any emotional harm.
- ❖ Meeting these needs requires more money and, hence, the individual is prompted to work more
- ❖ Like physiological needs, these become inactive once they are satisfied

Social Needs:

- ❖ Since people are social being, they need to belong and be accepted by others . People try to satisfy their need for affection, acceptance and friendship.

Esteem Needs:

- ❖ These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organization.

Self-Actualisation Needs:

- ❖ It is the drive to become what one is capable of becoming, it includes growth , achieving one's potential and self-fulfillment. It is to maximize one's potential to accomplish something.

Herzberg's Motivation Hygiene Theory:

- ❖ Herzberg discovered that there are some job conditions which operate primarily to dissatisfy the employees when the conditions are absent, but their presence does not motivate them in a strong way.

(i) Hygiene Factors:

These factors are related to the work environment.

- ❖ Company policy and administration;
- ❖ Quality of technical supervision;
- ❖ Interpersonal relationship with the supervisors subordinates and peers;
- ❖ Salary;
- ❖ Job security;
- ❖ Working condition;
- ❖ Employee benefits;
- ❖ Personal life;
- ❖ Job status.

These factors are necessary to maintain a reasonable level of satisfaction in the employees.

(ii) Motivating Factors:

These factors have a positive power to satisfy and produce high performance.

- ❖ Achievement;
- ❖ Responsibility;
- ❖ Recognition;
- ❖ Advancement;
- ❖ Creative and challenging work;
- ❖ Possibility of growth and development.

Most of these factors are related to job contents. An increase in these factors will satisfy the employees.

McGregor's Participation Theory:

- ❖ Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y.

Theory X is based on the following assumptions:

1. People are by nature indolent. That is, they like to work as little as possible.
2. People lack ambition, dislike responsibility, and prefer to be directed by others.
3. People are inherently self-centered and indifferent to organizational needs and goals.
4. People are generally gullible and not very sharp and bright.

On the contrary, Theory Y assumes that:

1. People are not by nature passive or resistant to organizational goals.
2. They want to assume responsibility.
3. They want their organization to succeed.
4. People are capable of directing their own behavior.
5. They have need for achievement.

Vroom's Expectancy Theory:

- ❖ Vroom realized that an employee's performance is based on individuals factors such as personality, skills, knowledge, experience and abilities.

The theory is based upon the following beliefs:

- ❖ Valence

Valence, according to Vroom, means the value or strength one places on a particular outcome or reward

- ❖ Expectancy


It relates efforts to performance.

- ❖ Instrumentality:

By instrumentality, Vroom means, the belief that performance is related to rewards.

Vroom's motivation can also be expressed in the form of an equation as follows:

$$\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$$

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- ❖ Understanding motivation is important in many areas of life, from parenting to the workplace. You may want to set the best goals and establish the right reward systems to motivate others as well as to increase your own motivation.
 - ❖ **Motivation of employees is indeed important for the health of the companies. Only when employees are motivated sufficiently can they give their best.**

THANK YOU