Motivation

Motivation:

Motivation is a general term applying to the entire class of drives, desires, needs, wishes, wants, aims, goals, motives, and incentives. To say that managers motive their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinate to act in a desired manner.

Technically, the term motivation traced to the Latin word 'Mover'; which means to move. This meaning is evident to the following comprehensive definition.

"Motivation is a process that starts with a psychological or physiological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentives".

According to Heilman & Hornstein "Motivation is the individual's desire to work."

According to Fred Luthans "The key to understanding the process of motivation lies in the meaning of, and relationship among needs, drives and incentives."

Needs → Drive → Incentives

Needs: Needs are created whenever there is a psychological imbalance. For example, a need exists when cells in the body are deprived of food and water.

Drive: Drives or motives are set up to alleviate needs. A physiological drive can be simply defined as a deficiency with direction. Example, the needs for food and water are translated into the hunger and thirst drives.

Incentives: At the end of motivational cycle is the incentive, defined as anything that will alleviate a need or reduce a drive. Thus attaining an incentive will tend to restore physiological or psychological balance and will reduce or cut off the drive.

Thus motivation may be defined as the complex of forces inspiring a person at work to willingly use his capacities for the accomplishment of certain objectives.

Characteristics of Motivated Behavior

Maximum behavior is motivated behavior. Some important features of motivated behavior are described below:

- 1. **Internal creation.** Although motivated behavior is directed toward external targeted objectives, its drive originates in the inner part of the body. As for example, searching for food (external) is a motivated behavior. But motivation follows from the drive (inner force) to fulfill hunger.
- 2. **Goal-oriented behavior.** Motivated behavior is directed to achieve the target object. Once demand is created regardless of internal disequilibria or external incentives, it becomes the goal of an individual to fulfill that demand. For example, if the aim of a person is to punish 'A', that

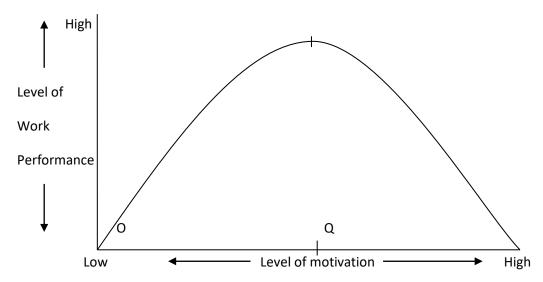


- person will proceed (behave) to punish only the 'A', the target person, and not any other person.
- 3. **Long lasting.** As reflex behavior as well as frustrated behavior is aimless, so their longevity is very short. Motivated behavior on the other hand, lasts long because of its nature-goal oriented. With few exceptions, a motivated person continues his/her efforts until equilibrium is gained.
- 4. **Stabilizer.** Motivated behavior establishes equilibrium. When deficiency of any element occurs in a body, disequilibrium is created here. An individual having this deficiency is motivated to regain the equilibrium position. This effort continues until equilibrium is gained.
- 5. **Controllable.** Motivated behavior is controllable. On the other hand, reflexes such as sneezing are automatic responses to external stimuli and hence cannot be controlled by an individual. Similarly frustrated behavior also is not controllable.
- 6. **Continuous process.** Motivated behavior is directed to accomplish the targets objective(s). When a particular target objective is achieved, demand for new thing emerges. The individual than again becomes motivated to achieve the target thing so as to satisfy new demand. In this way, motivated behavior continues.
- 7. **Complex matter.** The determinants of motivated behavior are not connected straight way. It is not that everybody will respond equally or in the same way with the different incentives/determinants. Even the same individual will react differently at different times with the same determinants.

Relationship between motivation & performance:

Motivation is a force of inspiring a person at work to willingly use his capacity for the accomplishment of certain objectives. Motivational incentives are provided for increasing work performance employees.

Relationship between work performance and motivation can be expressed through a curve, which is given below-



Low motivation, low performance

The motivation curve states that low motivation causes of low performance, increase in motivation can increase work performance. The motivational curve also states that OQ level of motivation increase work performance but when motivation exceeds OQ level than work performance decline. At that stage Management should stop to provide motivation.

High motivation, high performance

The curve states that there is a positive relationship exit between level of motivation and level of work performance. Invert U type of relationship exit with level of work performance and motivation. The curve decline downward after OQ level of motivation.

High motivation, low performance

Sometimes high motivation cause low performance. The curve shows that after OQ level of motivation, level of performance is declined. When cognitive field is high, creation of tension, emotion causes high motivation and low performance.

For example: when a student confronts all common questions in examination, then he may not answer properly owing to excessive enjoyment.

Exception to curve

Low motivation, high performance

Whenever you are reluctant to get a particular job. But whenever you face viva-voce examination without any tension then high performance may occur.

Importance of motivation:

Motivation is an integral part of the process of direction. In motivating management inspire personnel at work to willingly use his capacities of the accomplishment of certain objective. Importances of motivation are as follows:

It creates work enthusiasm among the employees:

Motivation act as a force that increases enthusiasm of person at work to willingly use his capacities for achievement of certain objectives. When employees are motivated than they feel that they are valued by management which creates enthusiasm among employees.

Obtaining job satisfaction:

Effective motivation creates job satisfaction which results in cordial relation between employer and employees. Industrial disputes, labor absenteeism and turn over are reduced.



Increase in productivity:

By satisfying human needs motivation helps in increasing productivity. Better utilization of resources, lowest cost of operations. Higher level of motivation, greater is the degree of goal accomplishment.

Favorable group behavior and group morale:

High morale is necessary for the success of any group or organization. Effective motivation creates high morale; employees perform their jobs with enthusiasm and devotion.

Creation of dynamism:

Effective motivation helps to overcome resistance to change and negative attitude on the part of employees, satisfied workers take interest in new organizational goals and are more receptive to changes that management wants to do introduce in order to improve efficiency or workers.

Cooperative attitudes among the employees:

Motivation creates cooperative attitudes among the employees because motivation satisfies their tension and employees motivated to work collectively for the common goals.

Better Image:

A firm that provides opportunities for financial and personal advancement has a better image in the employment market this helps in attracting qualified personnel and simplifies the staffing function.

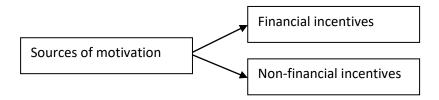
Better human relation

Motivation helps to solve the central problem of management for example; effective use of human resources without motivating workers may not put their best effort and may seek their satisfaction of their needs outside the organization.

Success of any organization depends upon the optimum utilization of resources. The utilization of physical resources depends upon the ability to work and the willingness to work of the employees. Motivation is a main tool for building such a will.

Sources of motivation:

Sources of motivation lie with financial and non-financial incentives.





1. Financial incentives:

Money is main motivator. Supply of necessary financial benefits to employees, motivate them to work effective and efficiently. Financial incentives include:

I. Salary:

Salary is main financial incentives. Salary should be consistent with qualification of job holder and nature of work. Fair remuneration positively motivates people to work. Amount of salary, increment and timely payment motivate people to work.

II. Bonus:

When production target is achieved than organization pay target bonus, and various festival bonus also introduce to motivate employees.

III. Profit sharing:

To motivate employees' profit sharing plan is considered as an important motivator. When profit is distributed among employees than they feel loyalty and partnership attitudes toward organization.

IV. Fringe benefit:

Fringe benefits comprise some financial facilities that act as motivator. They include- house rent, medical allowance, transportation allowance, provident fund, pension and insurance premium, education allowance.

2. Non-financial incentives:

Money is not only one motivator. Many people may not be motivated to work by means of money. So non-financial incentives should be introduced. They include-

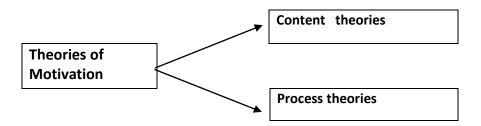
- > **Job 'security:** Job is main source of income of many employees, so job insecurity reduces morale of employees. For increasing attractiveness of work job security should be ensured.
- > Appraise, reorganization and reward: Man gets satisfaction by doing work. Self satisfaction will increase when employees appraised, recognized and rewarded for better performance. So that employee will be motivated to work.
- Feedback: When employees are informed the extent of work performance than confusion and uncertainty relating to work is removed. So that employees will be motivated to work.
- Participation in decision making: If employees participate in decision making on his/her areas of work than they feel they have great ownership in organization.
- ➤ Good relation with colleague: Good relation with colleague increases job satisfaction, so that they will be motivated to work. Good relationship with colleague also considered as one of the major source of motivation.



- **Promotion:** Every job holder wants to be promoted. Because promotion enhance job status as well as financial facilities. Promotion also an important motivator to motivate people at work.
- > **Training:** Training increase efficiency. Efficiency is required for doing work efficiently & effectively. So training has great contribution for motivating people and increasing productivity.
- ➤ **Good leadership:** Bureaucratic attitude of high officials restricted them to consult and interact with fellow employees. So that work motivation is reduced. So high officials should be friendly in behaving with subordinates.
- ➤ **Creativity:** One of the major want of employees to perform creativity in workplace. When employees perform creativity in work than they will be motivated to work.
- ➤ Others: Attractive job conditions, sympathy to personal problem, fair order and direction, physical security, working time/period, also termed as non-financial incentives of employees.

Motivational Theory

Theories of motivation can be discuss by classifying it into two board categories- The content theories of motivation and process theories of work motivation.



The content theories of work motivation:

The content theories of work motivation attempt to determine what it is that motivates people at work. The content theorists are concerned with identifying the needs and drives that people have and how these needs and drives are prioritized. They are concerned with the types of incentives and goals that people strive to attain in order to be satisfied and perform well. Content theories include-

Content theory	Propounded by	
Need hierarchy theory	Abraham Maslow	
XY theory	Douglas McGregor	
Two factor theory	Frederik Herzberg	

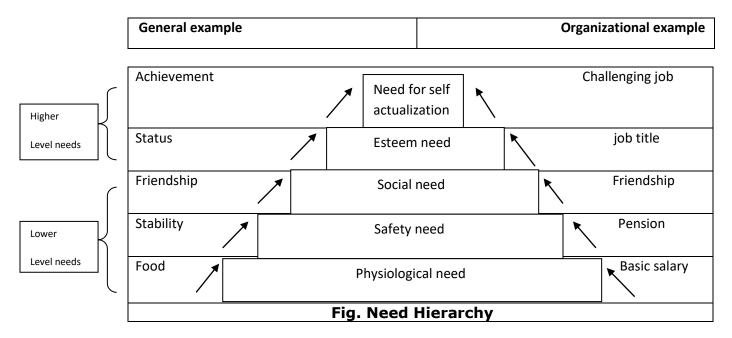


Need Hierarchy Theory:

One of the widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow show human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied it is no longest serves to motivate. The next higher level of need has to be activated in order to motivate the individual.

Maslow identified five levels in his need hierarchy. They are, in brief in the following;

1. **Physiological needs:** The most basic level in the hierarchy for sustaining human life itself. The needs of hunger, thirst, sleep, and sex are some examples. According to this theory, once these basic needs are satisfied, they no longer to motivate, people will be motivate by the next higher level of needs.



- 2. **Safety needs**: These are the needs to be free of physical danger and of the fear of losing a job, property, food or shelter. Once these safety needs are satisfied, they are no longer to motivate.
- 3. **Social needs:** Since people are social beings, they need to belong, to be accepted by others.
- 4. Esteem needs: According to Maslow, once people begin to satisfy their need to belong, they tend to want to be hold in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence.



5. **Need for self actualization:** Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming to maximize one's potential and accomplishes something.

Criticism: Two main criticisms of need hierarchy theory are as follows:

- 1. Need hierarchy theory is not universal. Needs of Bangladeshi people are different from the people of America or Canada. Psychological needs of Bangladeshi people are food but people of USA, CANADA began from safety needs.
- 2. According to Maslow needs placed in ascending order but people who are suffer from physiological need may be reputed throughout the world.

XY theories of Motivation - Douglas McGregor

Douglas McGregor of U.S.A. has propounded a theory of motivation in his book. "The human side of enterprise." He identified two opposite sets of assumptions regarding human behavior under the title "Theory X" & "Theory Y".

Theory X:

According to McGregor theory X is a traditional view of human nature and emphasis the need for control over people. It is based on negative assumptions about human behavior. It makes the following assumptions:

- a. Average human being has an inherent dislike of work and will avoid it if they can.
- b. Because of human characteristics of disliking work, most people must be coerced, controlled, directed, and threatened with punishment to get them forth adequate effort toward the achievement of organizational objectives.
- c. Average human being prefers to be directed, wish to avoid responsibility, have relatively little ambition, and want security above all.

Theory Y:

Theory Y recognizes interdependence of superior and subordinates and emphasizes the need for utilizing inner motivation of human beings. It is based upon the following assumptions:

- a. The expenditure of physical effort and mental effort in work is as play or rest.
- b. External control and the threat of punishment are not the only means for producing effort toward organizational objectives. People will exercise self direction and self control in the service of objectives to which they are committed.
- c. The degree of commitment to objectives is in proportion to the size of the rewards associated with their achievement.
- d. Average human beings learn; under proper conditions, not only to accept responsibility but also to seek it.
- e. Under the condition of modern industrial life, the intellectual potentialities of average human beings are only partially utilized.



Two-Factor Theory - Frederik Herzberg

Frederik Herzberg of U.S.A. has developed a theory of work motivation by differentiating between motivational & maintenance factors in job situation. Herzberg called two sets of factors "motivational factor" & "Hygiene factors".

Motivational Factors	
Achievement	
Progress	
Recognition	
Reward	
Possibility of development	
Training	
Advancement	
Responsibility	

- 1. **Hygiene Factors:** The hygiene factors support mental health and are potent dissatisfiers. They are necessary to avoid dissatisfaction just as hygiene prevents sickness. They are presents does not motivate employees but when they are absent employees become dissatisfied. They are also recognized as maintenance factors.
- 2. **Motivational factors:** The motivational factor or satisfiers lead to high job satisfaction and strong motivation. These are related to job content i.e." what man does.

The process theories of work motivation

Process theories concerned with the cognitive antecedents that go into motivation or efforts.

Process theory	Propounded by	
Expectancy theory	Professor Vroom	
Equity theory	J. Stacy Adams	
ERG theory	Clayton P. Alderfer	
McClelland needs theory	David C. McClelland	
Re-enforcement theory	B.F. skinner	

Expectancy theory-Professor Vroom

The vroom model is built around the concept of valence, instrumentality & expectancy and is commonly called VIE theory. Motivation relies among these three elements. Vroom's theory can be stated as;

Motivation=Valence * Expectancy *Instrumentality



- **↓ Valence:** Valence is the strength of an individual's preference for an outcome. Other terms that might be used include value, incentive, attitude and expected utility. In order for the valence to be positive, the person must prefer attaining the outcome
- **★ Expectancy:** Expectancy is the probability that a particular action will lead to a desire outcome. A person would have no motivation to achieve a goal if the expectancy is zero or negative.
- Instrumentality: Instrumentality means confidence of person being rewarded. When rewarded than motivated.

In summary the strength of the motivation to perform a certain act will depend on algebraic sum of the products of the valences for the outcomes (which include instrumentality) times the expectancies.

Equity theory - J. Stacy Adams

According to J. Stacy Adams a major input into job performance and satisfaction is the degree of equity that people perceives in their work situation.

Inequity occurs when a person perceives that the ratio of his or her outcomes to input and the ratio of a relevant others outcomes to inputs are unequal. Schematically this is presented as follows:

Equity occurs when

Person's outcomes	<	Other's outcomes
Person's inputs		Other's inputs
Person's outcomes	>	Other's outcomes
Person's inputs		Other's inputs
Equity occurs when:		
Person's outcomes		Other's outcomes
Person's inputs		Other's inputs

Both inputs & outputs of the person and the others are based on the perception.

Person's input: age, sex, education, social status organizational position, qualifications and how hard the person works are example of perceived input variables.

Person's outcomes: outcomes consist primarily of rewards such as pay, status, promotion, and intrinsic interest in the job.

In essence, the ratio is based on the person's perception of what the person is giving (input) and receiving (outcomes) versus the ratio of what the relevant other is giving and receiving. This cognition may or may not be the same as someone else's observation of the ratios or the same as the reality.



ERG theory: Clayton P. Alderfer

ERG (existence, relatedness, and growth) theory was propounded by Alderfer. The three elements of ERG theory are:

- Existence need
- Relatedness and
- Growth needs
- **↓ Existence:** These are basic needs for sustaining human life itself, such a food, water, shelter, sleep. In organizational life it is necessary to maintain job. Employees should be free from danger, fear of loss job, property or shelter. When employees feel security o job than they strive to obtain need for relatedness.
- Relatedness: Since people are social beings, they need to belong, to be accepted by others. In organizational life they interact, feel, share, emotion with colleague. After achieving relatedness than they strive to achieve growth.
- **Growth:** Possibility of development of career in organization. This type of needs provides such as satisfaction as power, prestige, status and self-confidence.

Mc Cleland's Needs theory-David C. Mc Cleland

David C. Cleland has contributed to the understanding of motivation by identifying three types of motivating need;

- Needs for power
- Needs for affiliation and
- The needs for achievements
- Needs for power: Mc Cleland and other researcher have found that people with a high need for power have a great concern for exercising influence and control.
- Need for affiliation: People with a high need for affiliation usually derive from being loved maintaining present social relationship to enjoy a sense of intimacy and to enjoy friendly interaction with others.
- Need for achievements: people with a high need for achievement have an intense desire for success and as equally intense of fear of failure.

Reinforcement theory-B.F. skinner

The Psychologist B.F. Skinner of Harvard University develop an interesting but controversial technique for motivation. This approach called positive reinforcement or behavior modification, holds that individual's can be motivated by proper design of their work environment and praise for their performance and that punishment for poor performance produces negative results.

Skinner and his followers do more than praise for good performance. They analyze the work situation to determine what causes workers to act the way they do, and then they initiate changes to eliminate troublesome areas and obstructions to performance. It has also been found highly useful and motivating to give people full information on a company's problems, especially those in which they are involved.

