

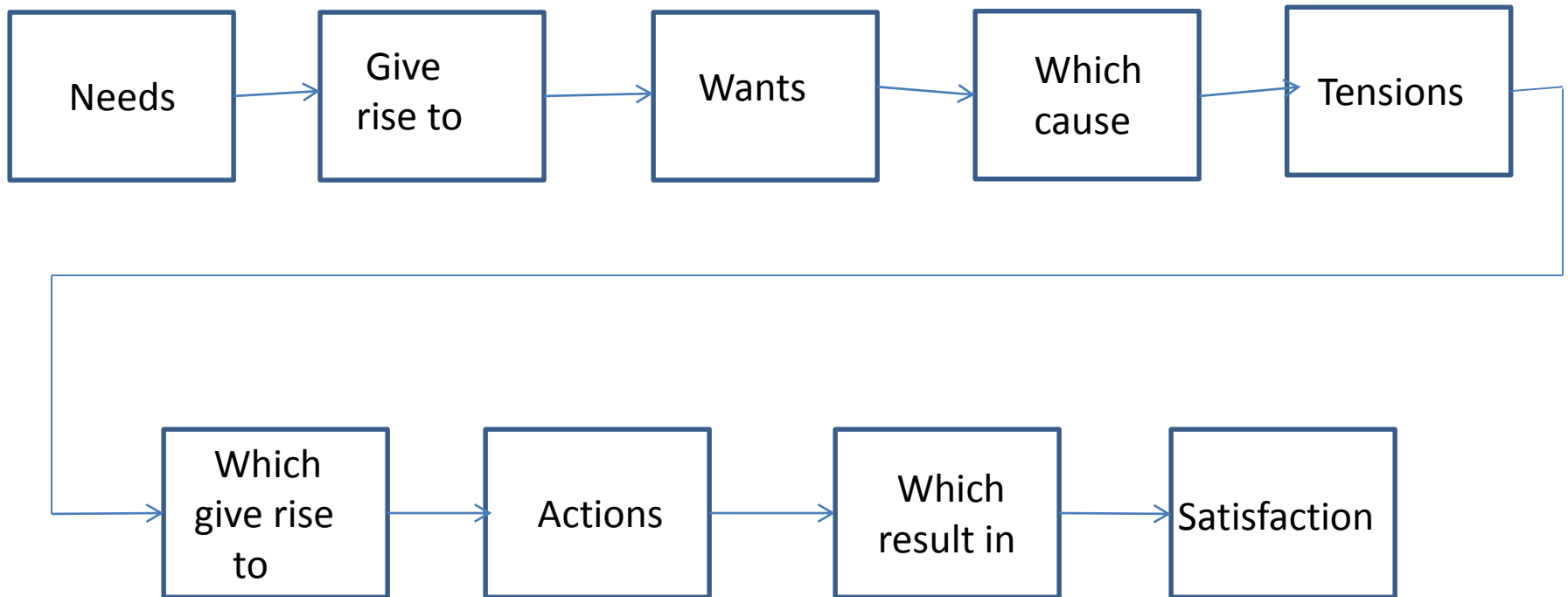
What is Motivation

A conditional process within an individual that causes that individual to move towards a goal



Motivation:

Figure below clarifies a Need-Want-satisfaction Chain.



Motivation is the general term used to the entire class of drives, desires , needs, wants and similar forces. At a given time, an individuals motives/drives may be quite complex and often conflicting.

Motivators are things which induce individual to perform. While motivation reflect wants, motivators are the identified rewards, or incentives, that sharpen the drive to satisfy these wants.

A **motivator** is something that influences an individual's behaviour. It makes a difference in what a person will do.

Satisfaction refers to the happiness experienced when a want is satisfied.

Motivator is a drive and satisfaction is the outcome of an output achieved.



Maslow's Hierarchy of Needs

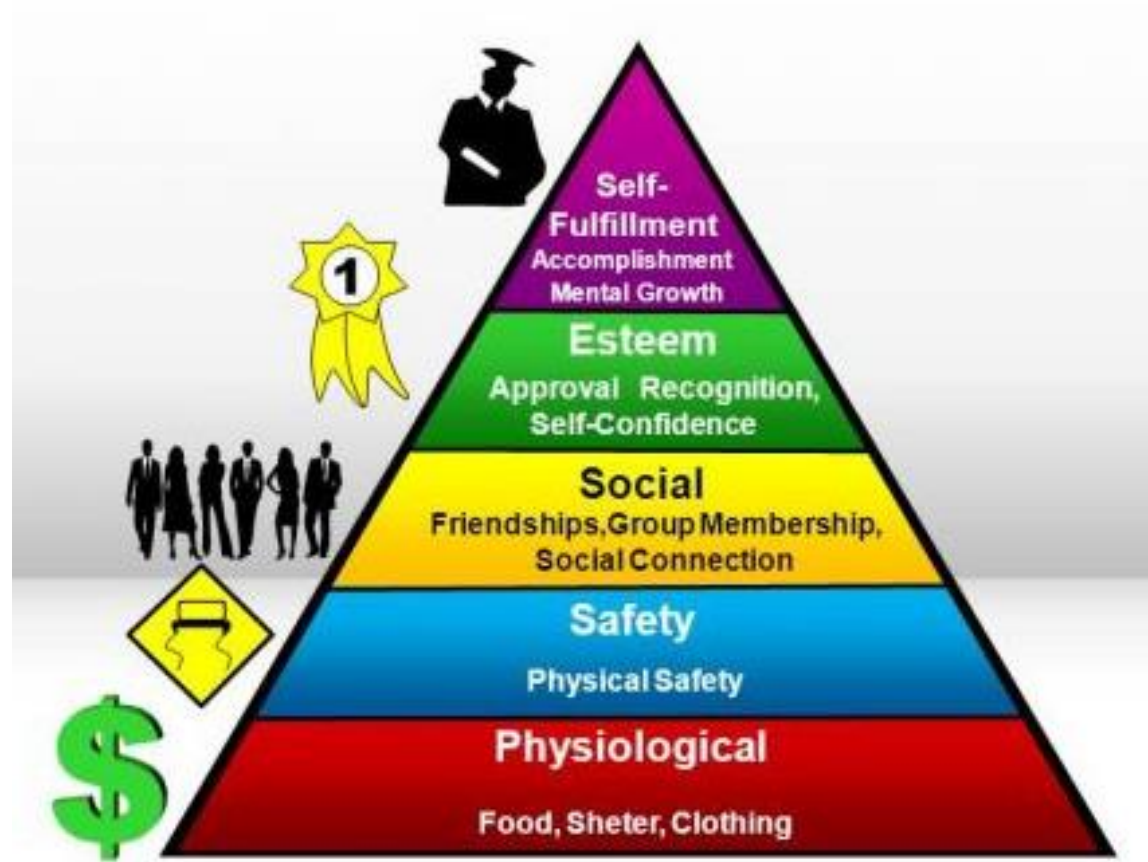


Hierarchy of Needs Theory

- There is a hierarchy of five needs—physiological, safety, social, esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

Self-Actualization

- The drive to become what one is capable of becoming.



Lower-Order Needs

- Needs that are satisfied externally; physiological and safety needs.

Higher order needs

- Needs that are satisfied internally; social, esteem, and self-actualization needs.

The hierarchy of needs theory (Maslow's Theory)

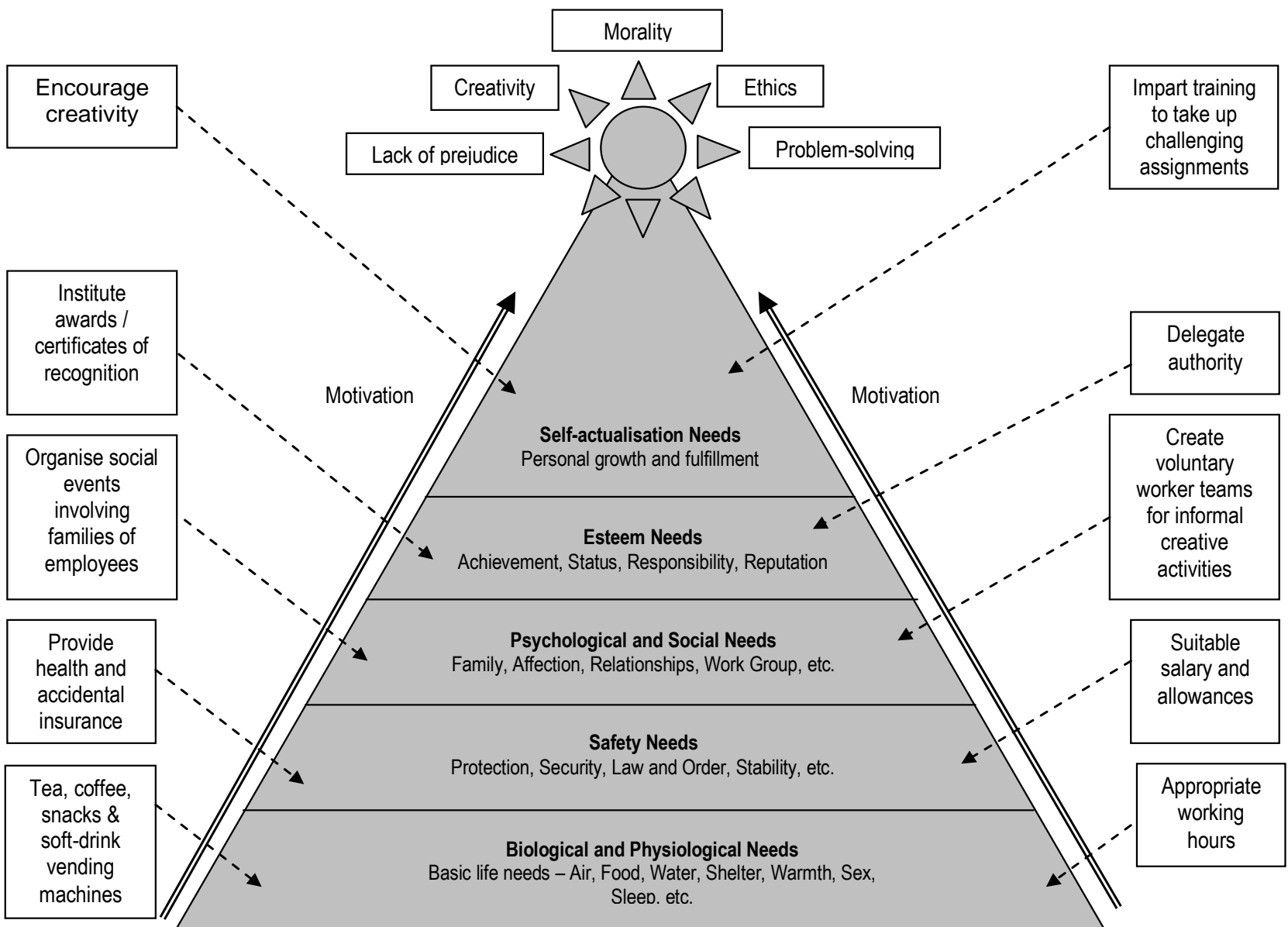
Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of need is satisfied, this kind of need results to be a motivator.

- **Physiological needs** – Basic needs for sustaining human life itself viz. food, shelter, clothing, sleep, warmth, water etc. Maslow suggested that unless these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.

- **Security/Safety needs** – these are the needs to be free of physical danger and the fear of losing a job, property, food or shelter.
- **Affiliation/Acceptance needs** – Since people are social beings, they need to belong and to be accepted by others.
- **Esteem needs** – Once the lower end needs of human beings is satisfied, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfactions as power, prestige, status and self-confidence.

- **Self actualization needs** – This is regarded as the highest need in the hierarchy. It is the desire to become what one is capable of becoming – to maximize one's potential and to accomplish something.

It is to be noted that there are two levels of needs – biological and other needs. The other needs would emerge only when the biological needs were reasonably satisfied. As managers advance in an organization, their physiological needs and safety needs tend to decrease in importance & their needs for affiliation, esteem and self actualization tend to increase.



Assumptions of Maslow's Hierarchy

Movement up the Pyramid

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.

- Individuals therefore must move up the hierarchy in order

Maslow Application:
A homeless person
will not be motivated to
meditate!

McGregor's Theory X and Theory Y

– Theory X

- Assumes that workers have little ambition, dislike work, avoid responsibility, and require close supervision.

– Theory Y

- Assumes that workers can exercise self-direction, desire responsibility, and like to work.

– Motivation is maximized by participative decision making, interesting jobs, and good group relations.

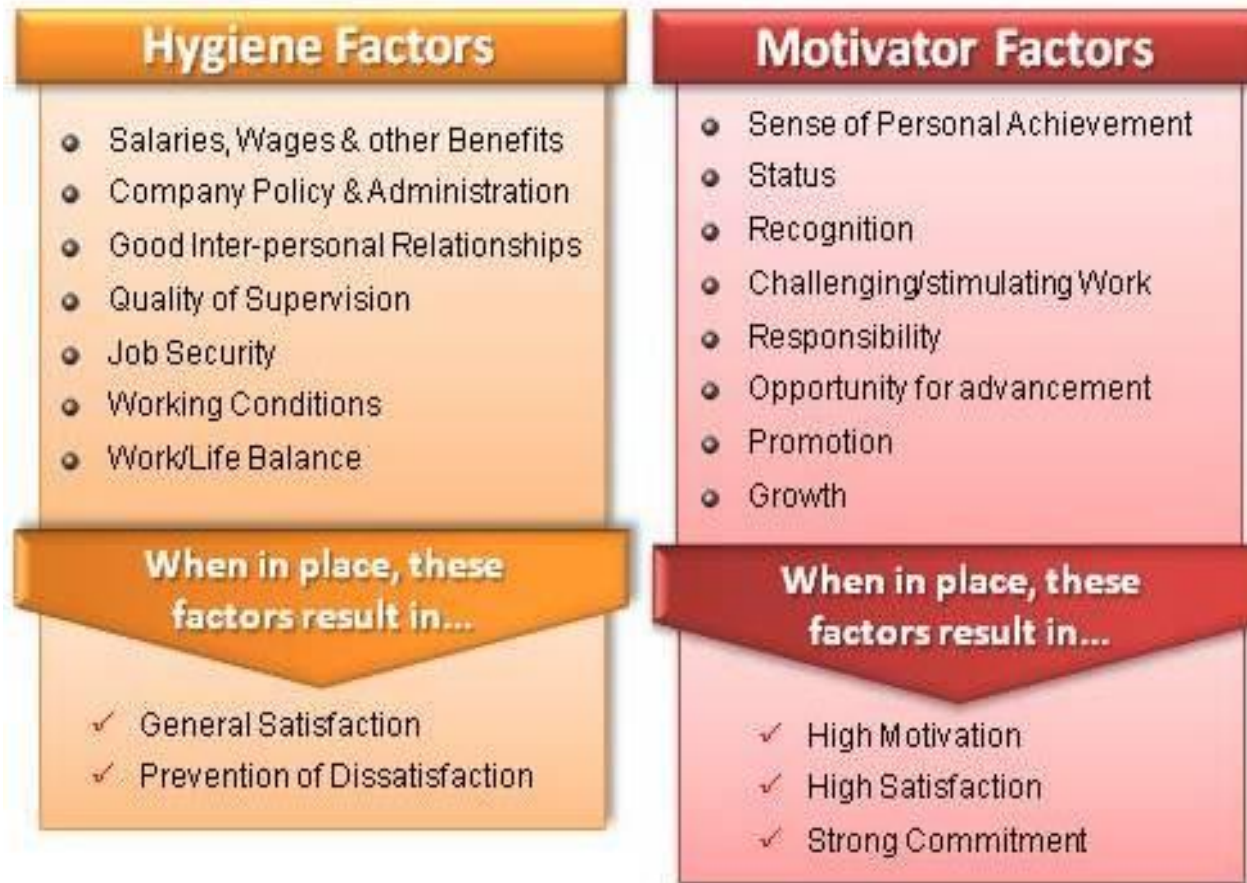
Theory Y assumptions:

- The expenditure of physical effort and mental effort in work is as natural as play or rest.
- External control and threat of punishment are not the only means for producing effort toward organizational objectives. People will exert self control and self direction.
- The degree of commitment to objectives is in proportion to the size of rewards associated with their achievement.
- Any human beings learn, under proper conditions, not only to accept responsibility but also to seek it.

- Under the conditions of the modern industrial life, intellectual potentials of the average human beings are only partially utilized.

Theory X is pessimistic, static and rigid. Control is primarily external, that is imposed on the subordinate by the superior. Theory Y is optimistic, dynamic and flexible, with an emphasis on self control and self direction and the integration of individual needs with the organizational demands.

Herzberg's Motivation-Hygiene Theory



Job satisfaction and job dissatisfaction are created by different factors.

- **Hygiene factors:** extrinsic (environmental) factors that create job dissatisfaction.
- **Motivators:** intrinsic (psychological) factors that create job satisfaction.

It is a two factor theory of motivation.

In the first group of needs are such things as co. policy and administration, supervision, working conditions, interpersonal relationships, salary, status, job security and personal life. These are found to be **dissatisfiers** and are not motivators. *It means, if these factors exist in work environment in high quantity and quality, they yield no dissatisfaction.* Their existence does not motivate in the sense of yielding satisfaction, their lack of existence would, however, result in dissatisfaction. They are termed as “**Maintenance Factors**”

In the second group are listed certain **satisfiers** & hence **Motivators**. They include factors like achievement, recognition, challenging work, advancement and growth in the job. Their existence will yield feelings of satisfaction or no satisfaction (but not dissatisfaction).

- ✓ *The first group of factors (Dissatisfiers) in an organization will not yield motivation in the organization, but they must be present, or dissatisfaction will arise.*
- ✓ *The second group (Satisfiers) are found to be real motivators because they have the potential of yielding a sense of satisfaction.*

Job *Dissatisfaction*



Influenced by
Hygiene
Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Herzberg's Two-Factor Principles

Improving the
motivator factors
increases
job satisfaction

Improving the
hygiene factors
decreases
job *dissatisfaction*

Job Satisfaction



Influenced by
Motivator
Factors

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

Motivational Techniques

- Positive Tools:
 - Praise and give credit for all good work done by them
 - Promote healthy competition among the individual employees
 - Find ways to develop pride in the work place
 - Delegate substantial amount of responsibility to the subordinates
 - Fix fair wages and give individual or group incentives
 - Formulate a suitable feedback system
 - Provide opportunities for growth and promotion
 - Promote good and satisfying interpersonal relationship
 - Promote good working conditions
 - Formulate fair, clear, firm and consistent management policies

Motivational Techniques

- Negative Tools:
 - Reprimand
 - Fine
 - Demotion
 - Lay-off
 - Discharge
- Special Motivational Techniques
 - Money
 - Positive Reinforcement
 - Job Enrichment
 - Participation