

Chapter Four

Motivation Concepts And Their Applications

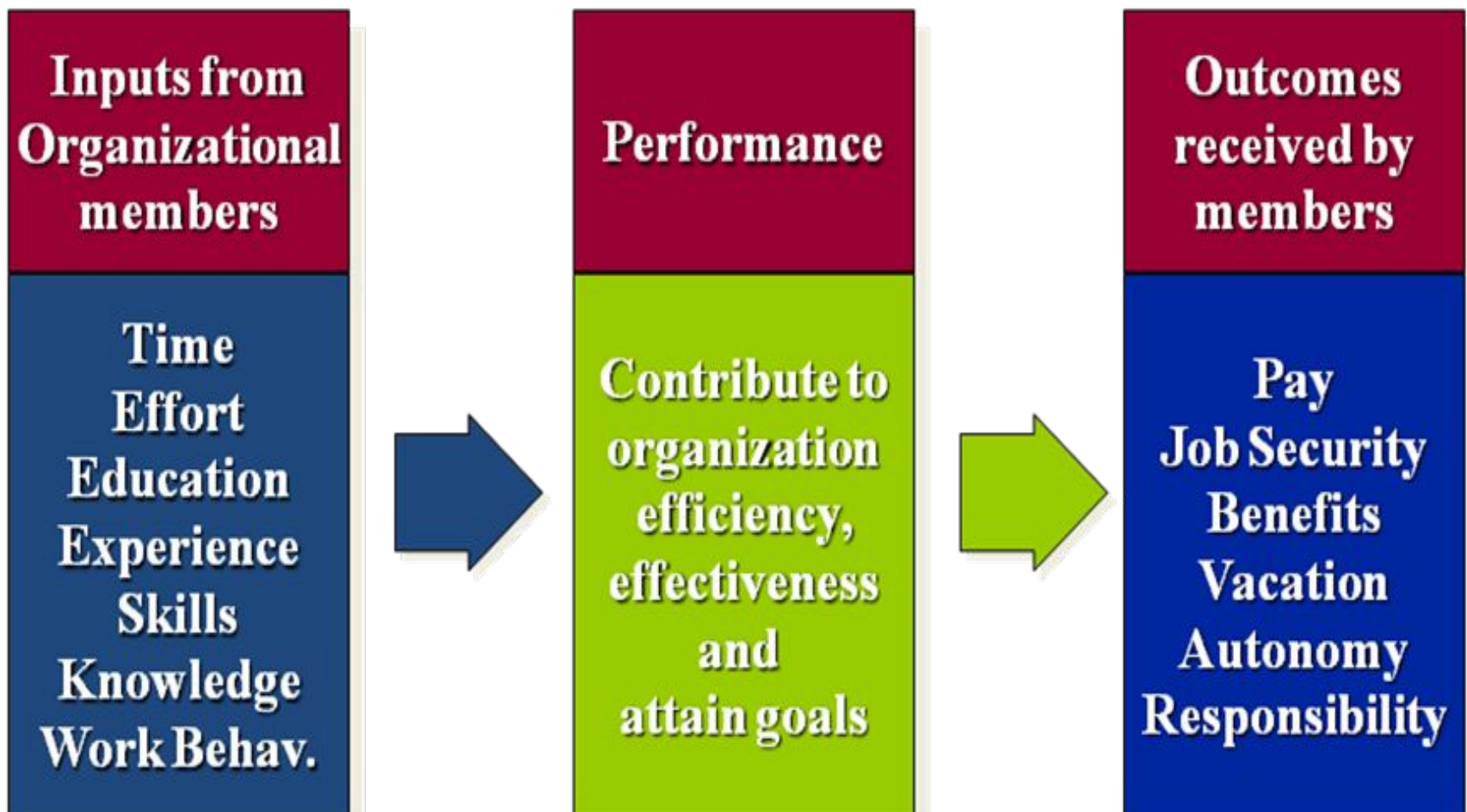
Definitions of Motivation

- **The willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.**
- **Motivation is the energizing of human behavior or the process of stimulating action.**
- **Encouraging and initiating the others**

Cont.....

- **Motivation is defined as “inner burning passion caused by need, wants and desire which propels an individual to exert his physical and mental energy to achieve desired objectives”.**
 - **Efficiency of a person depends upon performance. Performance can be expressed as under;**
 - **Performance= Ability × Motivation**
- **Motivation is “a process of stimulating people to action or accomplish desired goals”.**
- **Mc Farland has defined “motivation as the way in which urges, drives, desires, aspirations, strivings needs direct, control or explain the behavior of human beings”.**

Motivation Equation



Importance Of Motivation

- **High level of performance:**
- **Low employee turnover and absenteeism.**
- **Acceptance of organization change.**
- **Organizational image: Employees are the mirrors of any organization. It will have a positive impact on the employees and the image of the organization will be improved.**

Types Of Motivation

- **Motivation can be classified on several bases.**
- **On the basis of approach, motivation can be classified as**
 - positive and**
 - negative.**

Cont.....

Positive Motivation

- implies creation of an environment in which people can satisfy their needs and aspirations.**
- Under it rewards and incentives are offered to inspire employees. All necessary facilities are provided to workers. They are offered prizes and awards for best performance.**
- Positive motivation removes the psychological barrier and develops a sense of affiliation.**

Cont.....

Negative Motivation

- involves creating a sense of fear or unhelpful environment.**
- Workers who do not perform well are penalized.**
- There is a cut in their facilities and remuneration.**
- Demotion, layoffs are other punitive measures**
- Negative motivation creates detachment between the individuals and the organization and lack of integrity to the purpose.**
- Negative motivation is based on pessimistic view which holds that only fear of punishment will force employees to improve their performance.**

Cont.....

On the basis of the type of incentives used, motivation may be

- financial or
- non-financial.

Cont.....

Financial Motivation

- implies use of monetary benefits to inspire employees.**
- include wages and salaries, bonus, fringe benefits, retirement benefits, etc.,**

Cont.....

Non-financial Motivation

- **are not associated with monetary rewards.**
- **These include**
 - **recognition of work done,**
 - **greater involvement in decision-making,**
 - **responsibility, challenging job, etc.**
 - **Praise, competition,**
 - **knowledge of results, suggestion system, and opportunity for growth are other important non-financial motivators.**

Cont.....

**On the basis of the
nature of reward used,
motivation may be**

- extrinsic or**
- intrinsic.**

Cont.....

Extrinsic Motivation

- Extrinsic motivators do not occur on the job but around the job.**
- These factors include pay allowances, bonus, and fringe benefits.**
- Extrinsic reward may be direct which are linked with performance and indirect compensation like free housing, conveyance, medical facilities, etc.,**
- Generally direct compensation is more effective motivator.**

Cont.....

Intrinsic Motivation

- Intrinsic motivation occurs on the job and provides satisfaction while the job is being performed.**
- Intrinsic or internal motivators include status, authority, participation, challenging task etc., variety of work, freedom for discretion, greater responsibility opportunity for advancement are also intrinsic rewards.**

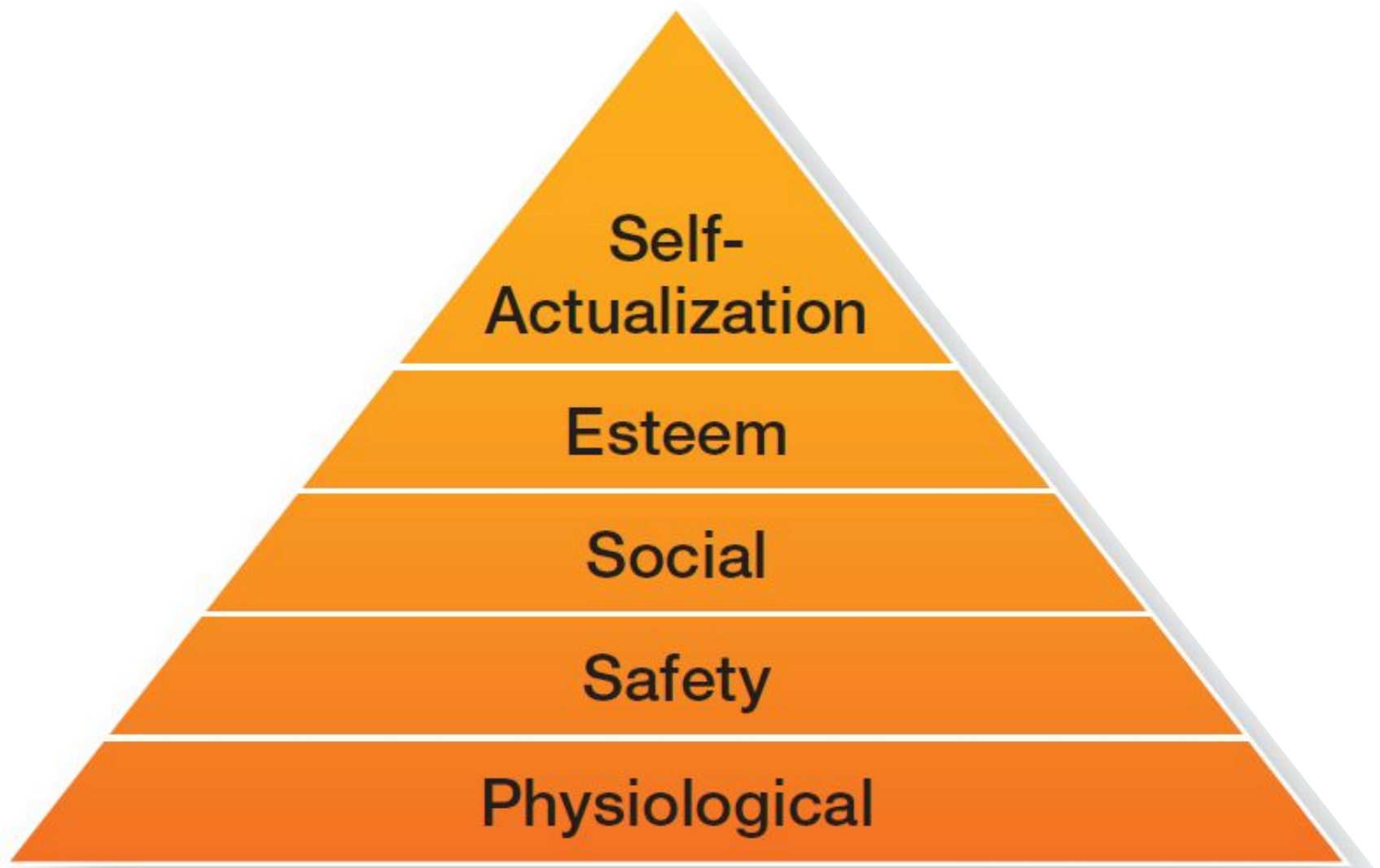
Theories Of Motivation

1. **Maslow's Theory of Need Hierarchy**
2. **Motivation and Hygiene Two Factor Theory**
3. **Theory X and Theory Y**
4. **ERG Theory**
5. **Vroom's Theory of Motivation (Performance Satisfaction).**
6. **Carrot and Stick**
7. **Porter — Lawler Theory.**

Cont.....

1. Maslow's Need Hierarchy Theory

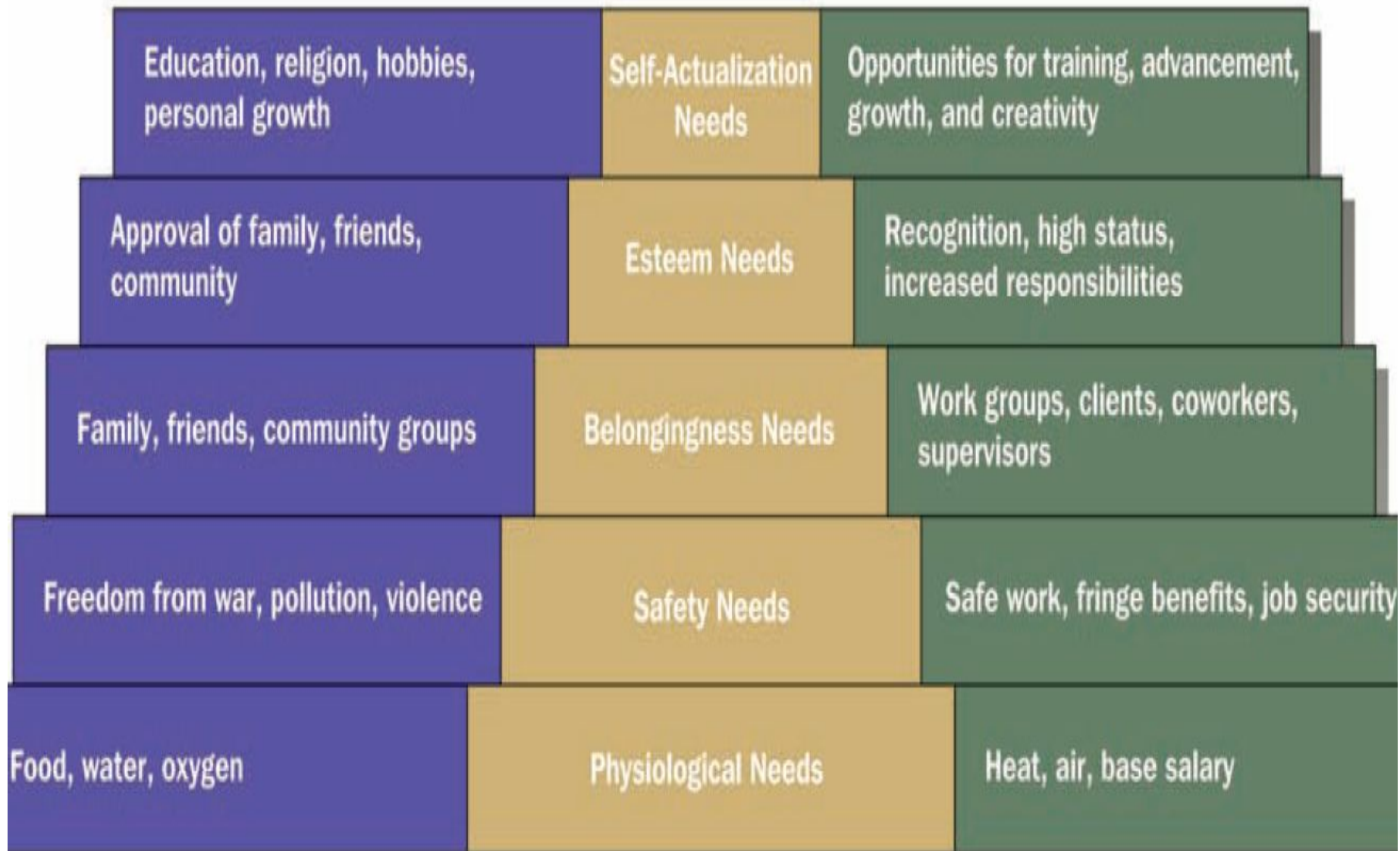
- It is based on the following assumptions
 - There are five levels of human needs.
 - These needs are hierarchical in nature.
 - A satisfied need is no longer a need. Once that need is satisfied, the next level need becomes stronger.
 - A satisfied need no longer motivates behavior because people act to satisfy deprived needs.
 - The five needs he identified exist in a hierarchy, which means that a need at any level only comes into play after a lower-level need has been satisfied.



Fulfillment off the Job

Need Hierarchy

Fulfillment on the Job



1. Maslow's Need Hierarchy Theory

- **Critics of Maslow's Hierarchy of Needs Theory**
 - Maslow has laid down that individual has a particular pattern and hierarchy of needs which may not be true.
 - There is a lack of direct cause and effect relationship between need and behavior as propagated by Maslow.
 - Level of need satisfaction generally differs from person to person hence the theory cannot be universally applied.

2. Herzberg's Motivation— Hygiene Theory

- **Also called Two Factor Theory**
 - **Motivational Factors/ satisfiers**
 - **Maintenance Factors/
dis-satisfiers /Hygiene**

Cont.....

- **Motivational Factors:**

- There is a set of job conditions, which operates primarily to build strong motivation and job satisfaction. These factors are called motivational factors.
- They are intrinsic in nature and help increase one's output.
- These factors have positive effect on morale, productivity, and job satisfaction and overall efficiency of the organization.
- These factors are as under: Achievement, Advancement, Possibility of Growth, Recognition, and Work Itself

Cont.....

- **Maintenance Factors:**
 - There are some job conditions which operate primarily to dissatisfy employees when these conditions are absent.
 - These factors are also called hygiene factors.
 - When these factors are present they do not motivate in a strong way, when absent they dissatisfy, that is why these factors are called dis-satisfiers.

Cont.....

- **Maintenance Factors:**

- **Company Policy and administration.**
- **Technical supervision.**
- **interpersonal relationship with superiors.**
- **interpersonal relationship with peers.**
- **Interpersonal relationship with subordinates.**
- **Salary.**
- **Job security.**
- **Personal Life.**
- **Working condition.**
- **Status.**

Motivators

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

Hygiene Factors

- Supervision
- Company Policy
- Relationship with Supervisor
- Working Conditions
- Salary
- Relationship with Peers
- Personal Life
- Relationship with Subordinates
- Status
- Security

Extremely Satisfied

Neutral

Extremely Dissatisfied

Traditional View

Satisfied

Dissatisfied

Herzberg's View

Motivators

Satisfaction

No Satisfaction

Hygiene Factors

No Dissatisfaction

Dissatisfaction

3. McGregor's Theory X And Theory Y

- This is the assumption of managers about their subordinates
- Theory Y are modern managers
- Theory X are Traditional managers

Cont.....

- **Theory X**

- **is a negative view of people that assumes workers have little ambition, dislike work, want to avoid responsibility, and need to be closely controlled to work effectively.**

Cont.....

Theory X managers assume people in the orgn

- See work is inherently offensive**
- are not ambitious, have little desire for responsibility and prefer to be directed**
- have little capacity for creativity in solving organizational problems**
- motivated only at the physiological and security need levels**
- must be closely controlled and often coerced to achieve organizational objectives.**

Cont.....

Theory Y managers assume people in the orgn

- See work is as natural as play.**
- display extreme degree of self control which is necessary for achieving goals.**
- Have the capacity of creativity in solving organizational problems**
- motivated at social, esteem and Self-actualization need levels.**
- People can be self-directed and creative at work.**

4. ERG Theory of Motivation

- **Based on Maslow's theory of need hierarchy**
- **He identified three basic needs of human being against five needs of Maslow.**
 - **E-Existence need**
 - **R-Relatedness**
 - **G-Growth**

Cont.....

- **Existence needs**
 - are desires for physiological and material well-being.
 - In terms of Maslow's model, existence needs include physiological and safety needs

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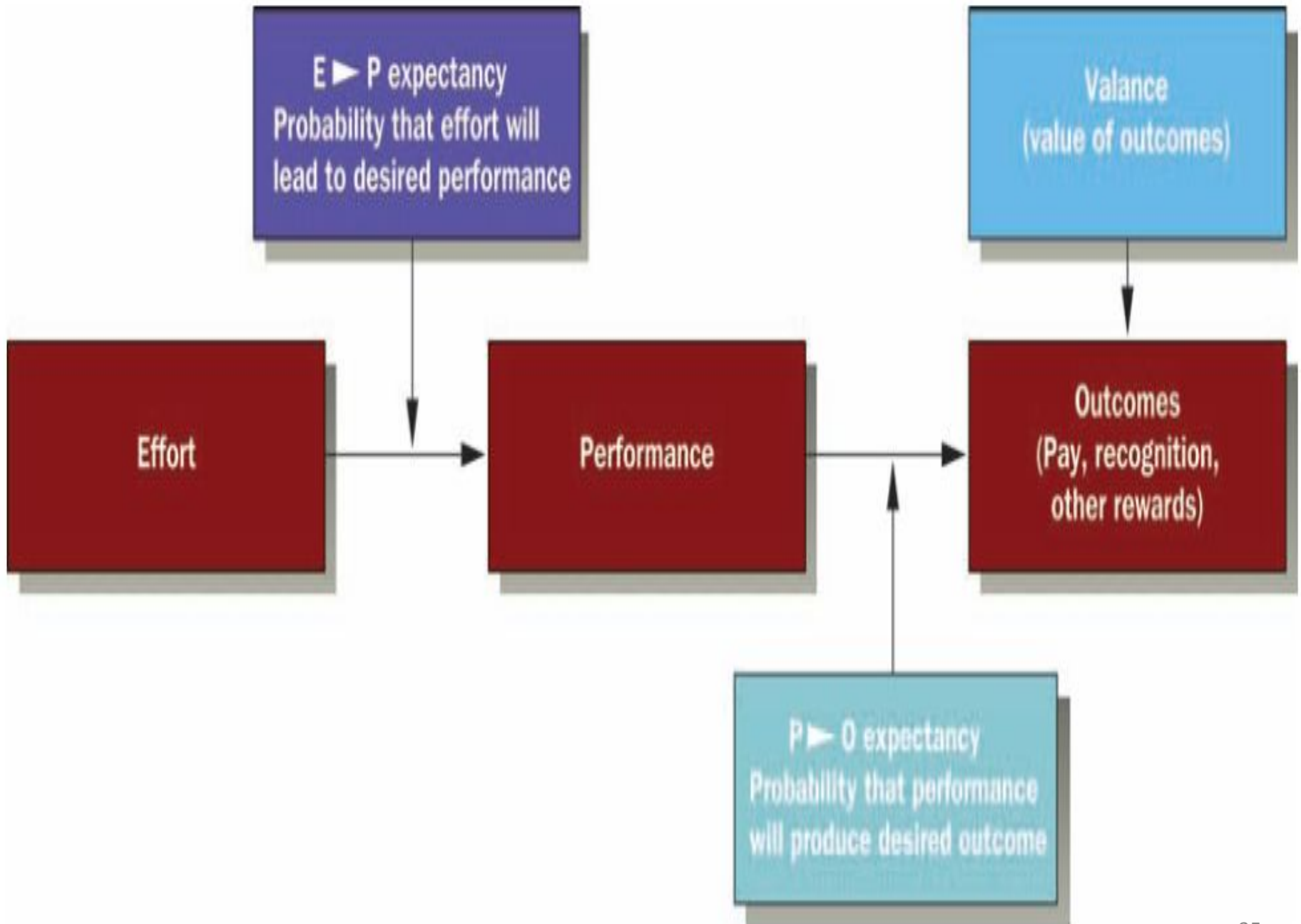
- **Relatedness needs**
 - are desires for satisfying interpersonal relationships.
 - In terms of Maslow's model, relatedness corresponds to social needs

Cont.....

- **Growth needs**
 - are desires for continued psychological growth and development.
 - In terms of Maslow's model, growth needs include esteem and self-realization needs

5.Expectancy Theory-Vroom

- He believes that employee is motivated to exert high level of efforts when he believes that efforts will lead to good performance and therefore organizational rewards that will satisfy achievement of personal goals.
 - Effort will lead to a good performance appraisal.
 - A good appraisal will lead to organizational rewards.
 - The organizational rewards will satisfy his or her personal goals.



Cont.....

- **Efforts - Performance relationship.**
 - It is related to the probability perceived by individual that exerting a given amount of efforts will lead to performance (Expectancy).
- **Performance - Reward Relationship.**
 - The degree to which the individual believes that performing a particular level will lead to attainment of desired outcome (Instrumentality).
- **Reward-personal goal relationship.**
 - The degree to which an organizational reward will satisfy individual needs and its attractiveness for the individual (Valence).

6. Carrot and Stick approach

- This theory of motivation is based on the tradition which says that” give carrot for donkey to make go quick and bit with stick if it refuses to move fast having eaten the carrot”.
- In organizational context
 - Carrot- adequate payment
 - Stick- punishment

Carrot and stick approach



7. Porter and Lawler Model of Motivation

- They combined adding two more components to Vroom's theory of motivation.
- The model is more comprehensive as it includes various aspects that we have studied so far.
- This is a multivariate model which explains the relationship that exists between job attitudes and job performance.

Cont.....

This model is based on four assumptions of human behavior as under:

- Individual behavior is determined by a combination of factors that exist in the individual and are present in the environment.
- Individuals are considered to be rationale people who make conscious and logical decisions about their behavior when they interact with other people in the organization.
- Every individual have different needs, desires, and their goals are of varied nature.
- On the basis of their expectations, individuals decide between alternate behaviors. The outcome of the efforts is related to the pattern of behaviors an individual display.

Cont.....

Analysis of Porter and Lawler model of motivation

- **Value of rewards.**
 - People try to find out the rewards that are likely to be received from undertaking a particular job will be attractive enough.
 - This phenomenon is equal to that of valence in Vroom's theory of motivation.
 - If rewards are attractive, an individual will put in an extra effort, otherwise he will lower the very desire of doing a job.
- **Efforts.**
 - Efforts refer to the amount of energy which an individual is prepared to exert on a job assigned to him.

Cont.....

Analysis of Porter and Lawler model of motivation

- **Perceived Efforts –**
 - **Reward Probability.**
 - **People try to assess the probability of a certain level of efforts leading to a desired level of performance and the possibility of that performance leading to rewards.**
 - **Bases on the valence-reward and the efforts-rewards probability, people decide the amount of efforts they would like to put in.**

Cont.....

Analysis of Porter and Lawler model of motivation

- **Performance.**

- **Efforts lead to performance.**
- **The level of performance will generally depend upon role perception as defined in the standing orders/ policy instructions, the level of efforts, skills, ability, knowledge, and intellectual capacity of the individual.**
- **Traits also play a role in performance equation.**
- **Thus, ability and personality traits will moderate effort-performance relationship. Performance of the individual is directly related to reward he is likely to get. Reward is of two type i.e., intrinsic and extrinsic. Individual is generally motivated by intrinsic rewards. It is therefore necessary that the organization pay an adequate attention to the reward system in the organization. Extrinsic Rewards are in the form of money or other material elements that have been included in hygiene factors of Herzberg's motivation theory.**

Cont.....

Analysis of Porter and Lawler model of motivation

Satisfaction.

- **Satisfaction results from intrinsic rewards.**
- **Individual will therefore compare his actual rewards with the perceived rewards. If actual rewards are equal or greater than perceived rewards the individual would feel satisfied.**
- **On the contrary if they are less than perceived rewards, an individual will put in reduced efforts, and obviously he will be less satisfied.**