

Motivation

The process of stimulating and inspiring people at work to contribute to the best of their capability for the achievement of organisational objectives is known as **Motivation**.

Motivation is the inner psychological force that activates and compels a person to behave in a particular manner. It is a process of inductive individual desire towards a goal. Human beings drive satisfaction when the goal is achieved. Both financial and non-financial factors motivate employees in the organization.

"Motivation means a process of stimulating people to action to accomplish desired goal" - William G. Scout

Features of Motivation

The features of [**Motivation**](#) are as follows:

- **Motivation is an internal feeling:** It is a psychological concept and it cannot be forced on the employees. It is an internal feeling, generated within an individual, which compels him to behave in a particular manner. Feelings like needs, desires, urges, etc., influence human behaviour to act in a particular manner.
- **Motivation produces goal-directed behaviour:** Employees' behaviour is influenced by motivation in such a way that they can achieve their goals. Motivation helps to achieve both organisational as well as individual goals. *For example*, if a person wants to get a promotion, then he will work harder to achieve the goals [effectively and efficiently](#).
- **Motivation can be either negative or positive:** Motivation can be either positive in form of rewards, like additional pay, incentives, [promotion](#), recognition, etc., or negative in the form of force, like punishment, threat of demotion, etc. Positive motivation provides incentives to an individual to achieve the goal, whereas negative motivation creates fear in the mind of individuals in order to influence their behaviour to act in a desired manner.
- **Motivation is a complex process:** Humans are heterogeneous in their expectations, perceptions and reactions. A particular type of motivation may not have the same effect on all individuals as it is difficult to predict their behaviours. Therefore, motivation is a complex task.
- **Continuous process:** As human needs are unlimited, completion of one need gives rise to another, and it goes on. Therefore, [motivation](#) is a continuous process, and it does not end with the satisfaction of a particular need.

Importance of Motivation

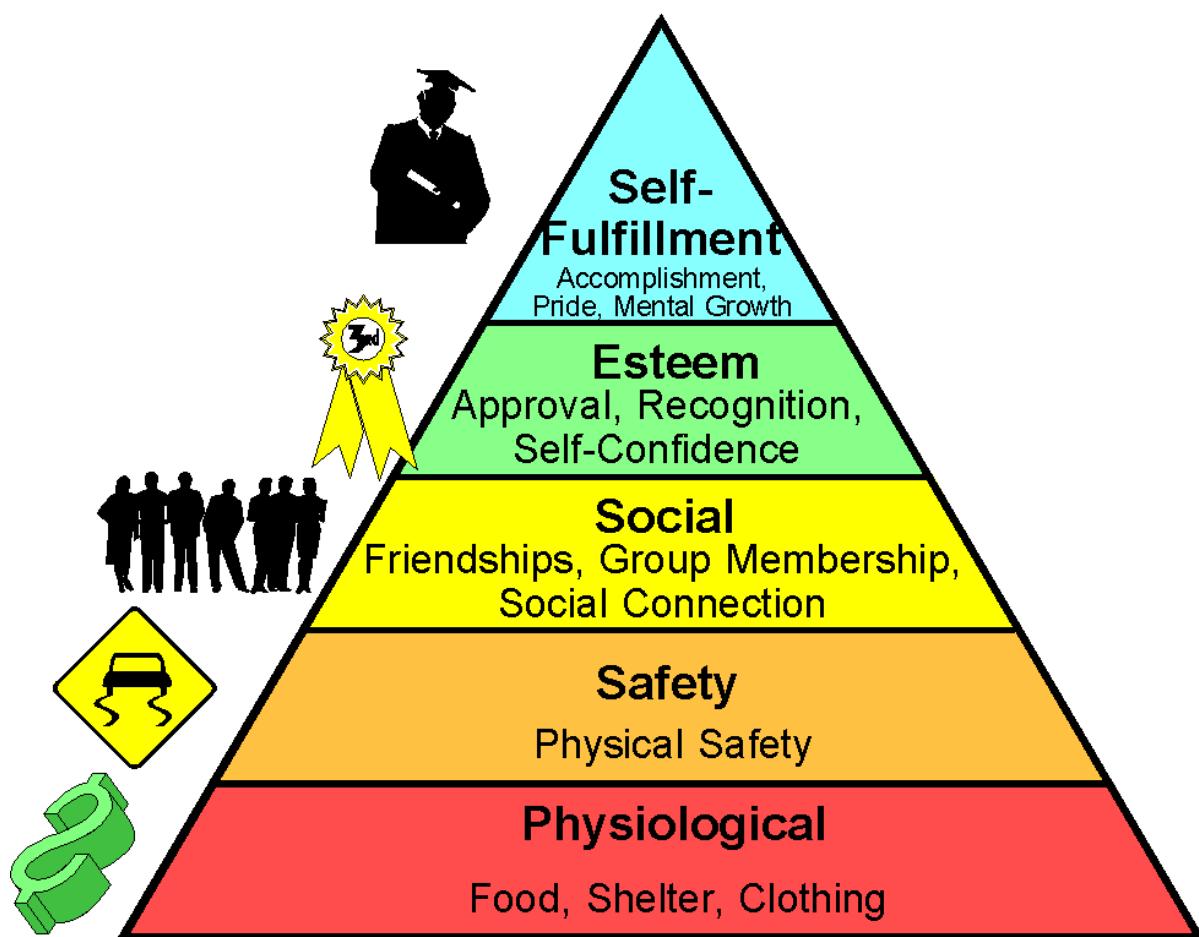
The importance of Motivation are as follows:

- **Motivation helps to improve performance level:** Motivation helps in satisfying needs of the employees and providing them satisfaction. Performance of the employees is improved with the help of motivation as it bridges the gap between the capacity to work and willingness to work. As a result, employees work with full dedication and make full use of their abilities to raise the existing level of efficiency.
- **Motivation helps in changing negative attitude to positive attitude:** Positive attitude towards the organisation helps to achieve organisational goals easily. Sometimes, employees have a negative attitude towards the organisation or work. Motivation helps to change this negative attitude to a positive attitude through suitable rewards, positive encouragement and praise for good work. When the workers are motivated they work positively towards the organisational goals.
- **Motivation helps to reduce employee turnover:** Lack of motivation is the main cause behind employee turnover. Employees do not think of leaving the job when they are motivated by financial and non-financial incentives. Reduction in employee turnover saves a lot of money as direct expenses(recruitment and selection costs) and indirect expenses(labour dissatisfaction) are reduced. The organisations also benefit because the skill and competence of employees continue to be available to the organisation.
- **Motivation helps to reduce absenteeism:** Some of the reasons behind absenteeism are improper work environment, inadequate rewards, lack of recognition, etc., and these can be overcome or reduced if the employees are motivated properly. Proper motivation makes the work a source of pleasure, and workers do not refrain from work unless it is unavoidable.
- **Motivation helps to introduce changes smoothly:** An organisation can survive and grow only when it adapts itself to the dynamic environment. Changes are generally resisted by the employees because of fear of adverse effects on their employment. This resistance can be overcome by proper motivation. Motivation helps to convince employees that proposed changes will bring additional rewards to them. As a result, they readily accept these changes.

THEORIES OF MOTIVATION:

Maslow's Hierarchy of Needs Theory

Behind every successful organisation, there is a highly motivated and committed team of employees. Since motivation is complex as it deals with human behaviour, various researchers have given different theories. **Maslow's Hierarchy of Needs theory is considered very significant as it highlights the needs of the people.** It is a psychological theory proposed by **Abraham Maslow in 1943**. It suggests that human needs are arranged in a hierarchical order, starting from basic physiological needs to higher-level needs for self-actualization. The hierarchy is typically depicted as a pyramid with five levels: **Basic Psychological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-actualization.**



Maslow categorised human needs into five types:

1. Basic Physiological Needs

These **needs are basic for the survival of humans**, and include **hunger, thirst, shelter, sleep, sex, etc.** These needs form the base of the hierarchy and have the **highest strength in terms of motivation..**

2. Safety or Security Needs

After satisfying the **basic physiological needs**, an individual thinks about **safety from future uncertainties and other threats**. Safety and security needs aim to ensure that the person will be able to meet the **physiological needs not only in present but also in future**. It includes motivators like benefits of life insurance, pension plans, job security, etc. Safety and security needs are concerned with two kinds of securities:

- a) Physical Security:** It includes **security against death, injury, illness and other bodily threats.**
- b) Financial Security:** It includes **security of job and congenial working conditions.**

3. Social or Affiliation or Belonging Needs

When physiological and safety needs are satisfied, **social needs are important**. These include need for love, friendship, affection and social interaction. The **need for belongingness and acceptance** plays a very important role in motivating human behaviour. The formation of informal groups in the workplace is an example of social or belonging needs.

4. Esteem Needs

After social needs, **satisfaction of esteem needs is important as per Maslow's theory**. These needs relate to the **desire for recognition and respect from others**. Esteem needs include autonomy status, attention, appreciation from others or prestige in society. Generally, employees at a higher level are motivated by such needs.

5. Self Actualisation Needs

These include needs of becoming what one really wants to become. These needs inspire and motivate a person to develop himself to his maximum

potential. Therefore, they are placed at the top of the need hierarchy. These include **growth, self-fulfilment and achievement of goals.** Challenging jobs, opportunities for [innovation](#), etc., are motivators, which help to satisfy the self-actualisation needs of an individual.

Assumptions of Maslow's Hierarchy of Needs Theory

Maslow's Theory is based on the following assumptions:

1. People's behaviour is based on needs. **Fulfillments of needs decide the behaviour.** When needs are fulfilled, an individual behaves positively and behaves negatively when the needs are not fulfilled.
2. **People are motivated by unfulfilled needs,** and once a particular need is satisfied, it ceases to be a motivating factor. Therefore, **motivation ends with the satisfaction of needs,** after that next higher need serves as a motivator.
3. An **individual's needs start from basic and go to other higher level needs.** Therefore, we can say that people's needs are in hierarchical order.
4. An individual moves to the next higher level of the hierarchy only when the lower needs are satisfied

Merits of Maslow's Hierarchy of Needs Theory

The merits of Maslow's theory are as follows:

- 1. Integrated Framework:** Maslow's theory provides a comprehensive framework that integrates various human needs into a single model, helping to understand human [motivation](#) in a structured way.
- 2. Wide Applicability:** The theory is applicable across different cultures and contexts, making it a universal tool for understanding human behavior.
- 3. Easy to Understand:** The hierarchy is straightforward and easy to grasp, making it accessible to a wide audience, including those without a background in psychology.
- 4. Human-Centered:** The theory places humans and their needs at the center, highlighting the importance of addressing various aspects of well-being.
- 5. Employee Motivation:** Maslow's hierarchy has influenced management practices, emphasizing the importance of fulfilling employees' needs at different levels to enhance motivation and productivity.

6. Organizational Development: The theory has contributed to the development of human resource practices aimed at improving employee satisfaction and organizational culture.

Limitations of Maslow's Hierarchy of Needs Theory

The limitations of Maslow's theory are as follows:

1. Scientific Validation: The theory lacks rigorous empirical support and has been criticized for not being scientifically validated through extensive research.

2. Methodological Issues: Some critics argue that the theory is based on a limited sample and anecdotal evidence, raising questions about its generalizability.

3. Western-Centric: Maslow's theory is often seen as being rooted in Western individualistic values, which may not be fully applicable in collectivist cultures where community and social relationships are prioritized.

4. Linear Progression Assumption: The assumption that individuals move through the hierarchy in a linear fashion may not reflect the complexities of human motivation, where needs can be interrelated and simultaneously influential.

5. Vague Definition: The concept of self-actualization is vaguely defined and can be difficult to measure or operationalize in practical terms.

6. Lack of Dynamism: Maslow's model is relatively static and does not account for changes in individual priorities or the dynamic nature of human needs over time.

Criticism of Maslow's Hierarchy of Needs Theory

This theory has been **criticised** by some writers. The need **may not follow the sequence as stated by Maslow**. The hierarchy of needs may be different for different kinds of people. **For example**, in the case of an army soldier, his needs would be different and his needs may become the dominant motivation force even before lower order needs are satisfied

Herzberg's Two-Factor Theory of Motivation

Herzberg's theory of motivation was coined by Fredrick Herzberg. The experiment through which this theory was derived was conducted by Herzberg and his associates. The interview was conducted among 200 engineers and accountants placed in the U.S.A. The main goal to conduct the

experiment was to determine which factors people believe to be necessary for achieving desirable goals and, inversely necessary for avoiding undesirable conditions.

This theory is famously also known as the **Motivation-Hygiene theory** or **two-factor theory**. The motivational factor relates to the factors of growth, and the hygiene factor relates to the factors of survival or maintenance. Herzberg found out that some factors are likely to be constantly correlated with work satisfaction, and on the other hand, some factors are likely to be constantly correlated with job dissatisfaction. Factors related to job satisfaction are motivational factors and are intrinsic in nature, and factors related to job dissatisfaction are hygiene factors and are extrinsic in nature. Following is the description of both of the factors:

1. Hygiene Factors

People are not motivated by hygiene or maintenance factors; rather they help to avoid dissatisfaction and sustain the status quo. These factors are incapable of generating positive outcomes but surely restrain negative results to happen. If these factors are absent in the organization, then it can give rise to dissatisfaction and sustain a zero level of motivation. The term hygiene comes from science and medicine, which means taking precautions to preserve employees' well-being rather than certainly, improving it.

Following are some examples of hygiene factors:

- Interpersonal relationships with employers
- Interpersonal relationships with employees
- Interpersonal relationships with subordinates
- Organizational policies and structure
- Salary
- Work condition
- Personal experiences of individual
- Job role and security
- Personal life

Hygiene factors protect the performance and productivity of employees but do not stimulate growth in them. As a result, these are also known as '**dissatisfiers**'. These factors are derived from the external environment and conditions, so belong to the category of external factors.

2. Motivational Factors

Motivational factors do have a favourable impact on work satisfaction and frequently lead to a rise in overall output. Therefore, these factors result in a favourable effect on effectiveness, production, satisfaction and motivation. Depending on the study, Herzberg claimed that managers have given hygiene factors much concern, but they haven't been successful in getting the required behaviour from their workers. So, when it comes to motivating employees, the focus is more on motivational factors. Following are some examples of motivational factors:

- Growth prospects
- Authority and responsibility
- Achievement and acknowledgement
- Advancement
- Promotions
- Recognition

Any improvement in motivational factors will increase satisfaction levels, so these factors are capable of motivating the employees. Also, motivational factors can actually help to improve the quality of work. As a result, these are called '**motivators**'. These factors are not necessarily derived from the external environment, like hygiene factors but are intrinsic factors, i.e., driven by the internal environment.

Herzberg also claimed that the motivational factors of today will become the hygiene factors of tomorrow. The reason is that as soon as a need is met, it no longer affects behaviour. Also, because the motivation of an individual is also affected by an individual's personal attributes, so what is hygiene for one individual can be another person's motivation.

Also, the point to be observed is that the presence of hygiene factors does not satisfy the employees but the 'absence of hygiene factors definitely causes dissatisfaction' among employees. And the absence of motivational factors does not cause any motivation among employees, but the 'presence of motivational factors presence ensures motivation and satisfaction'.

Critical Evaluation

Herzberg's theory is considered valuable because it sheds light on the problem of motivation by highlighting factors in the workplace which go more often unnoticed. Thus, Herzberg's theory has provided managers with the answers to their questions about why their policies didn't effectively motivate their workforce. But Herzberg's theory has also faced some opposition. The following are some of the reasons for its criticism:

1. **Not Conclusive:** It is based on a sample of 200 accountants and engineers only. This theory, according to its opponents, is not clear because professionals or executive employees might value accountability and demanding work. But in a broader sense, pay and other perks are what drive employees. The impact of motivational and hygiene factors may completely be the opposite for different individuals.
 2. **Greater emphasis on Job Enrichment:** This theory has placed an excessive strain on job enrichment while completely ignoring employees' job satisfaction. He didn't give much value to factors like salary, prestige, position or relations, which are typically regarded as powerful motivators.
 3. **Methodology is flawed:** This theory has also drawn criticism for gathering the data and method of research. Interviewers were requested to share either exceptionally positive or negative work experiences. Such information or inputs will always be personalized and partial, so this approach is considered to be flawed.
 4. **Ignores Situational Variables:** The distinction between the maintenance factor and the motivating factor is not fixed. A maintenance factor for a worker in the U.S.A. may be a motivator for an Indian worker.
- Considering all of these factors, it can be said that Herzberg's theory has been extensively studied and that there are not many people who are unknown with the suggestive measures of this theory. The managers can use these useful suggestions to structure their tasks in a way that incorporates the factors that make people happy.

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:

- **Existence needs-** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- **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.

- **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.

Difference between Maslow Need Hierarchy Theory and Alderfer's ERG Theory

- ERG Theory states that at a given point of time, more than one need may be operational.
- ERG Theory also shows that if the fulfillment of a higher-level need is subdued, there is an increase in desire for satisfying a lower-level need.
- According to Maslow, an individual remains at a particular need level until that need is satisfied.

While according to ERG theory, if a higher-level need aggravates, an individual may revert to increase the satisfaction of a lower-level need. This is called frustration-regression aspect of ERG theory.

For instance – when growth need aggravates, then an individual might be motivated to accomplish the relatedness need and if there are issues in accomplishing relatedness needs, then he might be motivated by the existence needs. Thus, frustration/aggravation can result in regression to a lower-level need.

- While Maslow's need hierarchy theory is rigid as it assumes that the needs follow a specific and orderly hierarchy and unless a lower-level need is satisfied, an individual cannot proceed to the higher-level need; ERG Theory of motivation is very flexible as he perceived the needs as a range/variety rather than perceiving them as a hierarchy.

According to Alderfer, an individual can work on growth needs even if his existence or relatedness needs remain unsatisfied. Thus, he gives explanation to the issue of “starving artist” who can struggle for growth even if he is hungry.

Implications of the ERG Theory

Managers must understand that an employee has various needs that must be satisfied at the same time.

According to the ERG theory, if the manager concentrates solely on one need at a time, this will not effectively motivate the employee. Also, the frustration-regression aspect of ERG Theory has an added effect on workplace motivation.

For instance – if an employee is not provided with growth and advancement opportunities in an organization, he might revert to the relatedness need such

as socializing needs and to meet those socializing needs, if the environment or circumstances do not permit, he might revert to the need for money to fulfill those socializing needs. The sooner the manager realizes and discovers this, the more immediate steps they will take to fulfill those needs which are frustrated until such time that the employee can again pursue growth

McClellands Theory of Needs

David McClelland and his associates proposed McClelland's theory of Needs/Achievement Motivation Theory.

This theory states that human behaviour is affected by three needs:

1. Need for Power,
2. Need for Achievement, and
3. Need for Affiliation

Need for **power** is the desire to influence other individual's behaviour as per your wish. In other words, it is the desire to have control over others and to be influential.

Need for **achievement** is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success.

Need for **affiliation** is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding.

1. The individuals with high achievement needs are highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement.

Such individuals try to get satisfaction in performing things better. High achievement is directly related to high performance.

Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. **McClelland called such individuals as gamblers** as they set challenging targets for themselves and they take deliberate risk to achieve those set targets.

Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward.

2. The individuals who are motivated by power have a strong urge to be influential and controlling. They want that their views and ideas should dominate and thus, they want to lead.

Such individuals are motivated by the need for reputation and self-esteem.

Individuals with greater power and authority will perform better than those possessing less power.

Generally, managers with high need for power turn out to be more efficient and successful managers. They are more determined and loyal to the organization they work for.

Need for power should not always be taken negatively. It can be viewed as the need to have a positive effect on the organization and to support the organization in achieving its goals.

3. The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others.

The manager's ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity.

Individuals having high affiliation needs prefer working in an environment providing greater personal interaction.

Such people have a need to be on the good books of all. They generally cannot be good leaders.