

Motivation – Basic Concepts and Theories

Meaning of Motivation- The term 'motivation' is derived from the word 'motive'. 'Motivation' is the process of inspiring people in order to intensify their desire and willingness for executing their duties effectively and for co-operating to achieve the common objectives of an enterprise.

In other words, it means to induce, instigate, incite or prompt someone to a particular course of action for getting the results expected from him.

According to E.F.L. Brech—"Motivation is a general inspiration process which gets the members of the team pull their weight effectively to give their loyalty to the group, to carry out properly the tasks they have accepted and generally to play an effective part in the job that the group has undertaken."

Motivation may be regarded as an integral part of the process of direction. In directing the subordinates, the manager has to try to create in them the willingness to pursue the goals of the organisation enthusiastically. In trying to do so, the manager may be said to concern himself with motivation.

Characteristics of Motivation- The salient features or

characteristics of motivation are as follows:

1. Human Aspect- Motivation is concerned exclusively with the human side of an enterprise. It means a process of stimulating human beings to make action for getting desired results. It creates will to work in the individuals.

If a manager can enthuse, initiate and build up loyalty of the employees towards the achievement of the enterprise objectives with their willing co-operation, the sum total of all these will amount to motivation. Thus, motivation is a behavioural concept that directs human behaviour towards certain goals.

2. Psychological Concept- Motivation is a psychological concept which generates feelings of certain needs within an individual. Human needs are nothing but feelings in the mind of a person that he lacks certain things. Such internal feelings affect the behaviour of the person.

The workers, even with extraordinary abilities, will not be able to perform as desired unless they are effectively motivated. Effective performance on the part of the workers can be said to be the end result of their abilities backed by proper motivation. Thus,

Performance = Motivation x Abilities.

3. Need-Satisfying Activity- Motivation is related to satisfying human needs. It can be effective only upon an accurate analysis of the workers' needs for the satisfaction of which they can be induced to work in the desired manner. A worker will perform the desired activity

only so long as he sees his action as a means of continued fulfillment of his cherished needs.

All motivated behaviour on the part of human beings is directed towards satisfaction or fulfillment of needs.

4. Motivation is Total not Part - A worker cannot be motivated in parts. Each individual in the organisation is a self-contained and inseparable unit and all his needs are inter-related. These affect his behaviour in different ways. To be successful, motivation must take a worker as an indivisible unit and seek to appeal to all his urges and aspirations.

5. Financial and Non-Financial- Motivation may assume several forms depending upon the needs, emotions, and sentiments of the workers. Broadly speaking, it can be classified as financial and non-financial. Financial motivation may be created by way of increasing wages, allowances, bonus, prizes, and other perquisites; while non-financial motivation may take the form of praise, recognition, providing greater responsibility or increased participation in decision-making, etc.

6. Constant Process- Human needs are infinite. As very aptly put by Abraham H. Maslow, "Man is a wanting animal—as soon as one of his needs is satisfied, another appears in its place. This process is unending..." This means motivation cannot be a time-bound process. It is continuous.

Role or Importance of Motivation-Motivation is one of the most important factors determining organisational efficiency and effectiveness. All organisational facilities will go waste in the lack of motivated people to utilise these facilities effectively. Every superior in the organisation must motivate his subordinates to create in them the will to work.

The role or importance of motivation may be summed up as follows:

1. **Removal of Apathy-** It is the considered view that the workers as a rule do not exert adequate energy for the accomplishment of a task assigned to them. This is because they are somehow dissatisfied with work, work situation or with the management authority. Motivation removes this apathy of the workers for peak performance.

2. **Combining 'Will to work' with 'Capacity for work'-** The will to work differs from the capacity for work. A man may have the capacity for doing a work having physical strength, technical skill, sufficient intelligence and mental alertness; but he may not have the mentality to apply them in full to his work. Motivation removes this psychological barrier and combines the will to work with the capacity for work of the workers.

3. **Securing Full Support and Energy of the Workers-** The vital mark of a successful manager is his capacity to ensure full support and co-operation of the workers with

their energy, ability and enthusiasm. "You can buy a man's time, you can buy a man's physical presence at a given place, but you cannot buy his enthusiasm, initiative or loyalty and his capacity, will and energy without motivation." The vital mark of a successful manager is, thus, associated with motivation.

4. Understanding the Employees' Needs- Motivation makes the managers understand and realise the needs of the employees and gives satisfaction to them accordingly. If there is this understanding, and motivation works behind it, the managers are sure to receive needed co-operation of the employees for the profitability of the enterprise.

5. Maximum Utilisation of the Resources- Motivation inspires the workers to make the best possible use of different factors of production. They work whole-heartedly to apply their abilities in minimising waste and cost. This will enable the enterprise to utilise its human, physical and financial resources to the maximum.

6. Increase in Efficiency and Output- Motivation is an effective instrument in the hands of the managers to maximise efficiency of operations and output of the enterprise. Motivated employees put higher performance as compared to other employees.

A happy and contented work force ensures improved efficiency and higher output. Increase in labour productivity results in higher wages for the workers and

increased profits for the enterprise. The high performance is a must for an organisation being successful and this performance comes through motivation.

7. Low Employee Turnover and Absenteeism- Motivated employees stay in the organisation and their absenteeism is quite low. High labour turnover and absenteeism create many problems in the organisation. Existence of attractive financial and non-financial incentives helps to retain the employees. They are not easily tempted away by offers from the competitors. With reduced labour turnover, it becomes possible for the enterprise to plan its activities on a long-term basis.

8. Acceptance of Organisational Changes- Organisations are integral parts of the society. The changes taking place in the society, i.e. changes in technology, knowledge, value system, etc., require an organisation to incorporate those changes to cope up with the requirement of the time.

When these changes are introduced in the organisation, there is a tendency to resist changes by the employees. However, if they are properly motivated, they will accept, introduce and implement these changes and keep the organisation on the right track of progress.

9. Better Industrial Relations- Existence of attractive motivational schemes promotes closer identification between the enterprise and its workers. They merge their individual interests with the organisational objectives.

There arises a sense of belonging and mutual co-operation at all levels. Motivation will foster team spirit among the workers. This will reduce labour unrest and create better relations between the managers and workers.

10. Facilitating Other Functions of Management- The successful accomplishment of different functions such as planning, organising, directing, coordinating and controlling- all are inter-linked with motivation. Motivation is the right force that can make planning successful, organisation sound, direction forceful, co-ordination tight and control effective.

From the above discussion, it is clear that motivation is of great importance to business activities as it is a vital part of management process. No tangible result of best performance is possible without motivation.

According to Arnold, there are 3 components of motivation:

- direction – what a person is trying to do
- effort – how hard a person is trying
- persistence – how long a person keeps on trying

Direction might point the way, but effort is what establishes momentum, and persistence determines how far the change is carried (in time as well as in magnitude of outcome). (from **Client-centered Direction**) Hence, Arnold's 3 components are suitable to describe the level of motivation a person or a team shows. This concept does

not give any reasons for motivation.

Furthermore, literature distinguishes 2 types of factors that influence motivation:

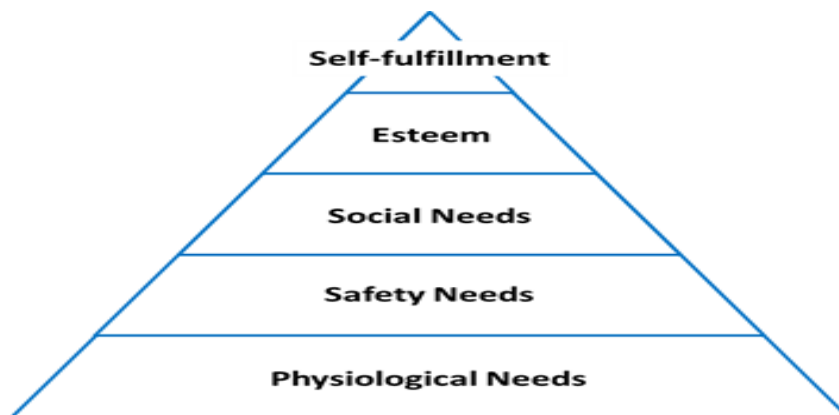
- **Intrinsic** – self generated factors (responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work, opportunities for advancement) – they have a deeper and longer-term effect
- **Extrinsic** – what is done for people to motivate them (rewards, promotion, punishment) – they have an immediate and powerful effect, but won't necessarily last long

Most influential is the Needs (content) Theory

- All Needs theories focus on specific needs people want to satisfy. There are several theories that explain motivation as a result of these needs.
- The underlying concept is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore balance, a goal is identified that will satisfy the need and a behavior pathway to this goal is selected.
- All behavior is motivated by unsatisfied needs.
- People will be better motivated if their work experience satisfies their needs and wants.

- Needs theories distinguish between primary needs, such as food, sleep and other biological needs, and secondary psychological needs that are learned and vary by culture and by individual.

Maslow's hierarchy of needs



Maslows hierarchy of needs

If a lower need is satisfied, it no longer motivates behavior; the next higher one becomes dominant. (Deficit principle)

- The five needs exist in a hierarchy. Higher needs only become important when lower needs are satisfied
- Higher-order needs provide greater motivation.
- Different people may have different priorities.

The theory helps managers to identify which particular needs are relevant for employees and thus to determine appropriate motivators.

Alderfer's ERG Theory

Is based on Maslow's Hierarchy of needs; recategorizes Maslow's categories of needs into three simpler and broader groups:

- **Existence needs** – need for material and energy exchange; basic physiological and safety needs
- **Relatedness needs** – transactions with human environment, process of sharing or mutuality; need for interpersonal relationships and attention; is about equivalent to Maslow's social needs and part of the esteem needs
- **Growth needs** – people make creative or productive efforts for themselves; need for personal growth and self-development; part of Maslow's esteem needs and self-fulfillment needs. On contrast to Maslow, here more than one level of needs can be relevant at the same time. There is no hierarchy; people may for instance work to fulfill their personal growth needs, whereas not all relatedness needs are fulfilled.

McClelland's needs

Based mainly on studies of managers, 3 most important needs:

- **achievement** – need for competitive success measured against a personal standard of excellence
- **affiliation** – need for warm, friendly relationships with others, interpersonal relationships
- **power** – need to control and influence others

The hierarchy of these three groups of needs may differ from individual to individual. Hence, there are different motivators depending on a person's high-priority needs.

Herzberg's two-factor model

There are some factors that result in satisfaction and some factors that just prevent dissatisfaction. According to Herzberg, the opposite of Satisfaction is No Satisfaction and the opposite of Dissatisfaction is No Dissatisfaction.

- **Motivators** – factors that really motivate people, also called satisfiers, provide intrinsic motivation
Examples for Motivators: recognition, growth and career development opportunities, responsibility, autonomy, self-fulfillment
- **Hygiene factors** – dissatisfiers; their absence would demotivate people, but their presence not necessarily improves motivation; essentially describe the environment, little effect on positive job attitudes
Examples for Hygiene factors: salary, work conditions, relationships with superiors and peers, company policy

Process cognitive theory

- Emphasis on psychological processes that effect motivation and on basic needs
- Concerned with people's perceptions and the way they interpret and understand it

- People will be highly motivated if they can control the means to attain their goals

Expectancy theory by Vroom

- Value, instrumentality (belief that if we do one thing it will lead to another), expectancy (probability that action or effort will **lead to an outcome**).

Strength of expectations may be based on past experiences.

Motivation is only likely when a clearly perceived relationship exists between performance and an outcome that is seen as a means of satisfying needs.

Porter and Lawler developed this theory into a model suggesting that there are two factors determining the effort people put into their jobs:

- 1 Value of rewards to individuals in so far as they satisfy their needs

- 2 Probability that rewards depend on effort, as perceived by individuals, their expectation about relationships between effort and reward

Two additional variables:

- Ability – individual characteristics and skills
- Role perceptions – what he wants to do or thinks he is required to do, good if they correspond with the viewpoint of the organisation

Goal theory by Latham and Locke

Motivation and performance are higher when individuals are set specific goals.

Goals have to be difficult but accepted.

Feedback on performance allows the individual to track how well he or she is doing in relation to the goal.

Participation in goal setting is important – goals need to be agreed.

As long as they are accepted – demanding goals lead to better performance than easy goals.

Reactance theory by Brehm

Individuals are not passive receivers but responders.

They seek to reduce uncertainty by seeking control about factors influencing rewards.

Management initiatives about motivation will only work if they make sense to the people in terms of their own values and orientation.

Equity theory by Adams

- Perceptions people have about how they are being treated as compared with others
- Involves feelings and perceptions, is always a comparative process
- People will work better if they are treated equitably

- Two forms of equity:
Distributive – fairness people feel they are rewarded in accordance with their contribution and in comparison with others
Procedural – perceptions of employees about fairness of company procedures
- We hope/expect that the inputs we give into our job equal the outputs we get

Monetary and Non-Monetary Motivation

Monetary and Non Monetary motivation is related to the motivational factors that motivate a person to work and which can be used to enhance their performance can be classified into two categories-monetary factors and non-monetary factors:

Monetary Factors-Monetary factors are extrinsic to work, such

as the following:

1. **Salary or wages-** This is one of the most important motivational factors in an organization. Salaries and wages should be fixed reasonably and paid on time.

2. **Bonus-** Bonus is an extra payment over and above salary, and it acts as an incentive to perform better. It is linked to the profitability and productivity of the organization.

3. **Financial incentives-** The organization provides

additional incentives to their employees such as medical allowance, travelling allowance, house rent allowance, hard duty allowance and children educational allowance.

4. Promotion (monetary part)- Promotion is attached with increase in pay, and this motivates the employee to perform better.

5. Profit sharing- This is an arrangement by which organizations distribute compensation based on some established formula designed around the company's profitability.

6. Stock option- This is a system by which the employee receives shares on a preferential basis which results in financial benefits to the employees.

Non-monetary Factors- Non-monetary factors are rewards intrinsic to work, such as the following:

1. Status:

An employee is motivated by better status and designation. Organizations should offer job titles that convey the importance of the position.

2. Appreciation and recognition:

Employees must be appreciated and reasonably compensated for all their achievements and contributions.

3. Work-life balance:

Employees should be in a position to balance the two important segments of their life—work and life. This balance makes them ensure the quality of work and life. A balanced employee is a motivated employee.

4. Delegation:

Delegation of authority promotes dedication and commitment among employees. Employees are satisfied that their employer has faith in them and this motivates them to perform better.

5. Working conditions:

Healthy working conditions such as proper ventilation, proper lighting and proper sanitation improve the work performance of employees.

6. Job enrichment:

This provides employees more challenging tasks and responsibilities. The job of the employee becomes more meaningful and satisfying.

7. Job security:

This promotes employee involvement and better performance. An employee should not be kept on a temporary basis for a long period.