

# MOTIVATION

STC/NBQ/NFR

**Definition** – Motivation is the process of influencing or stimulating a person who takes action by creating a work environment, whereby the goals of the organization and the needs of the people are satisfied. Where the personnel of an organization are motivated, they would be performing their jobs more effectively and more efficiently.

The behaviour of the people is actuated by their motives. Motivated behaviour is directed towards a goal or fulfillment of a need. A person knows the kind of behaviour, which results in satisfaction of his needs. A satisfied need does not result in motivation. Hence, motivation theory often get related to the needs of individual.

## Kinds of Motivation –

- a) Positive Motivation.    b) Negative Motivation.

Positive motivation means workers may be instigated to work which some facilities or giving some prize so that he may do good or more work with less supervision. Prize or facilities may be financial or non-financial.

Negative motivation is based on punishment or fines if the labour is not encouraged for work. For less work or for not doing work he must be fined or punished.

As motivation is a psychological aspect and if relation is concerned with the person's thoughts and behaviour, hence they should be motivated in different ways. A good manager should use both the ways of motivation at times. At times, good work to be prized but wrong work or no work should be punished.

## Motivation Theories

1. Douglass Mc Gregore – 'X' and 'Y' Theory

**'X' Theory:** This theory represent the traditional view of management in which it is assumed that employees require to be coerced controlled and threatened to get work done. Therefore, the basic assumption is that by nature a worker is lazy and uninterested in work; he would not perform his job unless there is something which would force him to do so.

**‘Y’ Theory:** In this theory the approach of the Manager is informed by the philosophy that people are capable of being responsible and mature and accordingly they do not require to be coerced or controlled excessively in order that they may perform effectively. In this labour is assumed to be partner in the management and all they are working is with the cooperation of labour. Theory ‘Y’ is a more realistic assessment of people and general level of competence of the employees has increased due to (i) universalisation of education and (ii) information revolution.

### **Mallow’s Theory**

This really relates to the fulfillment of human needs. According to Maslow, the needs of a human being fall into various levels and they are arranged according to their relative importance. The assumption of this theory –

- I. Needs that are not satisfied motivate or influence behaviour.
- II. Needs fall into various levels or relatively increasing importance.
- III. The need at a particular level emerges only when the lower level needs are satisfied.

According to Maslow, the human needs arrange themselves hierarchically (from lowest level to highest) as follows -

- i) Physiological needs – food, clothing, and shelter.
- ii) Safety and security needs – safe and healthy working condition and job security.
- iii) Social needs – friendly associates, organized employee activities etc.
- iv) Eastern needs – need for recognition and status.
- v) Self actualization needs – need to achieve what one is Capable of. After the four needs are satisfied man tries for achieving this.

According to Maslow, the various needs may operate simultaneously and not necessarily one after another. Man behaves according to the requirement and calls of the needs, which he seeks to satisfy.

**Herzberg’s Motivation** – Hygiene Theory Frederick Herzberg developed a theory of work motivation by indicating the way to better performance through job satisfaction. The theory proposes that in reality there are two different sets of factors. They are –

**Hygiene factors** – these factors range from dissatisfaction to no dissatisfaction.

They relate to matters external to the job. These are –

- I. Company policies and administration
- II. Supervision
- III. Salary
- IV. Working condition

- V. Status
- VI. Inter-personal relations and
- VII. Security.

**Motivation factors** – These factors range from no job satisfaction to job satisfaction and are related to the job. These factors are –  
Challenging work  
Recognition for accomplishment  
*Feeling for achievement*  
Increased responsibility and  
Opportunities for growth & development.

According to Herzberg, if the hygiene needs of employees are met, they only eliminate dissatisfaction. On the other hand, the motivation factors make positive contribution to better performance.

### **Motivational Techniques –**

- I. Give due credit to workers for their work.
- II. Job Redesign by way of job enrichment and job enlargement
- III. Quality circle
- IV. Fair wages, incentives and fringe benefits.
- V. Promote healthy compaction.
- VI. Improve working condition.

Quality circle has of late gained currency. They are reported to have been fairly successful in Japan. Essentially, Quality Circles (QC) consist of a small group of employees who get together to identify problems relating to their work and adopt a brain storming method of finding solutions to them. This method accordingly provides scope for employees to utilize their knowledge and talents accordingly. QC seeks to satisfy a higher order need of the employees. The quality circle concepts based on the belief that there is the vast reservoir of in-depth knowledge among workers and it is the workers who know best what the problems attended on their jobs are and what are the practical ways of solving them. In India too, some efforts have been made to introduce quality circles, Bharat Heavy Electrical Ltd. (BHEL) is an example.

It has to be noted that while a number of theories and practices have been advocated in the areas of modification, no single theory or technique can be taken as valid and as applicable to all organizations and situations. What is important for a manager is to understand the concepts forming the crux of each of these theories and endeavor to know the nature of human behavior. He has thus to apply one or a combination of these concepts to suit

the needs of his organization in the area of human relations. It is important also for him to realize that man is a complex being and a rigid or dogmatic approach to human relations will lead only to negative results.

(NOTE: - Performance of a person is a function of skill and motivation.

$$P = f(M, S)$$

P = Performance

M = Motivation

S = Skill

If skill and motivation of a person is in highest level than best performance can be achieved towards achievement of goal.)