

Motivation

The act of inspiring and stimulating someone or oneself to get a desired course of action is defined as motivation. Motivation is inspiring people to intensify their desire and willingness to execute their duties effectively and to co-operate for the accomplishment of common objectives. Thus motivation is the mental preparation of an individual to do a specific job.

Function of Motivation Motivation performs the following functions;

- I. It originates action.
- II. It directs activities towards a definite goal.
- III. It helps to continue the activities till the goal is achieved.

Need for motivation

In an industry a leader motivates the workers and helps them to achieve the desired goal. Motivation is needed to create interest, initiative, enthusiasm, loyalty and willingness to work among workers. As a result of this, motivation will increase both the quality and quantity of production. Motivation also helps in maintaining good relation between employees and they work happily in any organization. Without motivation, the workers will not discharge their duties efficiently. A motivated worker takes his duties seriously and feels personally involved in the activities of the organization. Effective motivation is the secret of improved quantity and quality.

Theories of motivation

The theories of motivation assume that individual behavior is caused and therefore, it can be motivated and directed towards goal. The individual motives or needs are classified as physiological needs are acquired or achieved needs, e.g. hungers for power and money, protection and promotion of values of life, affiliation to particular group, craving for achievement and recognition, the manner of satisfying both physiological needs, depends on the culture and environment in which concerned person is born and brought up.

I. Carrot and stick theory

This is the oldest theory in motivation. This theory doesn't consider an employee as human being but only a worker who must slog as donkey. There are many organizations who believe in this theory of using negative and positive motivation as and when necessary. The form of motivation holds good up to a certain level of satisfaction for a short period but does not help to be very helpful in the long run.

2. Ancient Indian theory

Ancient Indian texts suggest a theory which is very close to carrot and stick theory following our methods are recommended in order of preference, i.e. if first fails second should be used and so on.

- a) Sama i.e speaking good words to the individuals
- b) Dama, i.e. paying some money or reward for the work done.
- c) Dand, i.e. inflicting punishment for non-performance.
- d) Bhed, i.e. cutting off all relations with the individual, if possible from the society.

3. Theory 'X' and Theory 'Y'

Douglas McGregor proposed two distinct views of human beings, one basically negative named **X** and the other basically positive labeled as **Y**.

The Theory **X** assumes that most people prefer to be directed and are not interested in assuming responsibility and want safety above all needs. Accompanying this philosophy is the belief that people are motivated by money, fringe benefited by the threat of punishment.

Those motivators who accept theory **X** assumptions, attempt to control and closely supervise their subordinates. They feel that external control is appropriate for dealing with unreliable, irresponsible and immature people.

After describing Theory **X** McGregor conducted a study to verify if this theory is correct. And found that the theory is inaccurate and opened that the assumptions of theory **X** may fail to motivate people to work towards organizational goals.

As a result, he developed an alternative theory of human behavior called Theory **Y**. This theory assumes that people by nature are not lazy and unreliable; they can be self directed and creative at work if properly motivated.

List of assumptions about human nature that underline McGregor's Theory **X** Theory **Y**.

THEORY 'X'	THEORY 'Y'
Work is inherently distasteful to most people.	Work is as natural as play if the conditions are favorable.
Most people are not ambitious, have little desire for responsibility and prefer to be directed.	Self control is often indispensable in achieving organizational goals.
Most people have little capacity for creativity in solving organizational problem.	The capacity